

MARCH 15, 1941



TWENTY CENTS

# Sales Management

PICTOGRAPH BY  
*Sales Management*

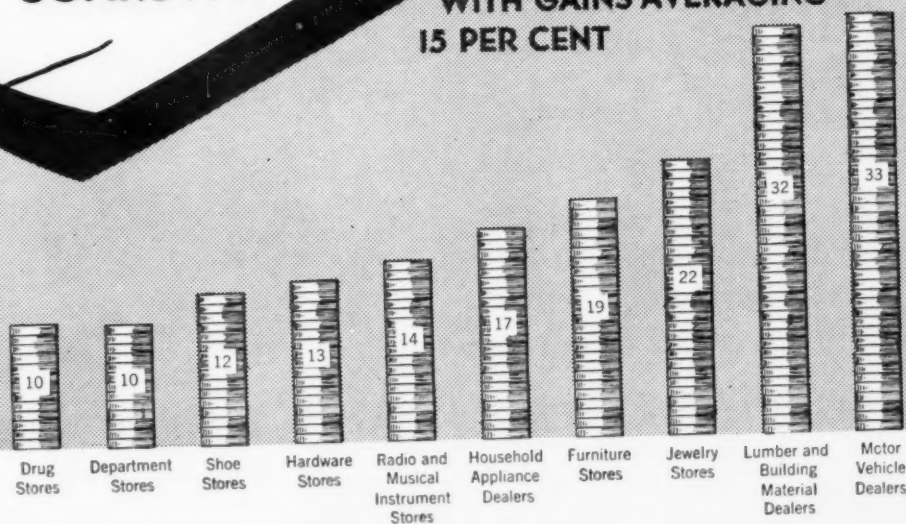
## RETAIL TRADE SOARS ....

WITH GAINS AVERAGING  
15 PER CENT

The Department of Commerce survey among 23,398 retail firms shows that in January the dollar upturn in ten lines was ten per cent, or more, better than last year.

In general, retailers seem to be leading in the quest for the expanded retail dollar, with manufacturers lagging in sales and promotion activity. In the same month, January, wholesaler's sales were up 18 per cent from last year, their inventories up only 6 per cent.

% GAIN JANUARY OVER 1940



Source: Bureau of Foreign and Domestic Commerce, February 28

THE MAGAZINE OF MODERN MARKETING



# *The Puzzle* of the Company with Four General Managers

The complex structure of today's industrial organizations has resulted in "plants within plants" — duplication of titles — making it more difficult than ever for the subscription salesman to guess the actual identity of the men responsible for specifying and buying of machinery and equipment. In these large establishments there are often general managers of plants — A, B and C, etc. Each is virtually an independent operating unit and has a separate personnel. Perhaps each of these men is important to the advertiser — perhaps their subordinates must be sold.

Through these complex structures, MILL & FACTORY goes straight as an arrow to the desks of the key authorities, regardless of titles — and to these men only. Because MILL & FACTORY'S circulation is built — not by an outsider, but by an "insider" — an industrial distributor's salesman calling on these plants daily, twice weekly, or weekly. These salesmen must

know every buying and specifying authority to hold their jobs.

Your schedule in MILL & FACTORY carries your advertising straight to these men in authority. It is not side-tracked to men without buying power. The MILL & FACTORY Method is more important than ever in 1941! Write for the Red Book which explains this revolutionary publishing plan in detail. Conover-Mast Corp., 205 E. 42nd St., New York 333 N. Michigan Ave., Chicago; Leader Bldg., Cleveland.

## **MILL & FACTORY**

A Conover-Mast Publication

# Even BLACK & WHITE advertisers can get



Here's a magazine "extra" that you pay no premium for. That even the smallest advertiser can get in full measure.

The "5th Color" comes from the Sales Department, not the Art Department. It's Local Color—that extra sales quality that makes a national magazine campaign roll up its sleeves, and do an individual job in each key market.

If you want to see what happens when you add that "5th Color" to a national magazine, try **THIS WEEK**.

You'll get all the power of a leading magazine, backed up by the local

influence of 25 great metropolitan newspapers.

You'll get all the force of a 6 million magazine circulation, spotted to hit hardest in America's 25 Key Markets.

And you'll cover those Key Markets as thoroughly as with the next 4 national weeklies, or the top 4 women's magazines, combined.



**SELLS THE  
KEY MARKETS**





## Barmecide Feast

Huckleberry pie with flaky crust dripping delicious berry juice . . . Chocolate parfait topped with rich whipped cream in which snuggles a lush red cherry . . . Roast crackly brown turkey, ready to gush stuffing at the touch of a knife . . . All these tempting foods are made of *wax* by Display Food Co., St. Paul, much to the astonishment of hungry observers.

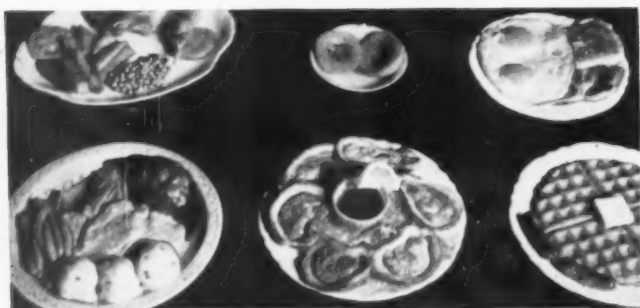
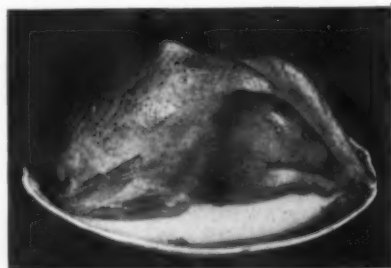
If the latter are startled and disappointed, refrigerator and stove manufacturers, hotels, restaurants, soda fountains—which use the real-enough-to-fool-flies artificial provender—are not. Neither are hospital diet kitchens (where wax foods are utilized in training and demonstrations), furniture and department stores, groceries, delicatessens and even practical jokers.

The company was started by Van A. Olkon, a young college graduate, who carried on experiments in the basement of his mother's home in St. Paul. He was led to experiment after seeing the phony-looking plaster foods in a local store display. He found that there was a constant waste in making up salads, blue plates, sundae, sodas, etc., for display, and that the latter quickly lost their appetizing appearance.

Taking real foods cooked and uncooked, he covered them with plaster and from the resulting moulds he made casts of various materials. Wax was finally found to be the best medium. It retained all the tiny lines, folds and creases of the original foods; it had the translucency possessed by so many foods, and its cost was not excessive.

But many blends of animal, mineral and vegetable waxes were tried before one was found that would handle well, that would take colors in a lifelike manner, and that wouldn't melt under sun or hot electric lights. Many types of oil and water colors

Save your drooling, these foods are wax—only a few of scores made for display in restaurants, soda fountains, stores, etc. Neither heat nor cold diminishes their appetizing appearance.



were also tested before one was located that would look natural and would permeate the wax so that it would stand washing and cleaning.

At first young Van Olkon merely fooled his friends and family. A toothsome T-bone steak, with French fries and sliced tomatoes on the dinner table, cakes of soap, raw bacon in the ice box were all wax—as his suffering family discovered.

But then commercial orders began to come in. A national chain of doughnut shops wanted fancy iced doughnuts for samples. During the San Francisco World's Fair a railroad ordered complete replicas of dinners served in its dining cars. Another exhibitor ordered wax replicas of typical foods served by all nations.

Most of the volume, however, is on standard items. Refrigerator companies want raw vegetables, fruits and meats. Stove manufacturers want the same items in cooked or baked form, plus rolls, cakes, pies, etc. Ice cream firms demand banana splits, sodas, etc.

Coming up from the basement, Display Food Co. has grown in eight years to occupy a good sized factory with many employees. General Manager Olkon explains, though, that "this business will never become mechanized. Although many of our foods are produced by making impressions or moulds of the real foods, in plaster or other materials, many others cannot be reproduced in this manner and must be sculptured by hand before reproduction moulds are made. This requires genuine sculptural ability. After the casts are made they must be colored by hand, and this, too, requires artistry. Thus our output is limited, for workers with the necessary training and experience are not found on every street corner."

If you are a skillful sculptor of succotash, an adept painter of pork chops, you might drop Mr. Olkon a line. He'd probably give you a job. Mere portrait painters and marble hackers can save their stamps.

## Tantalizing Tire Tale

Want to know how to sell 32,250,000 tires a year?

Just ask Charles Wessbecher, veteran B. F. Goodrich salesman, whose sales last year rang up that astounding figure—25.6% of some 125,000,000 tires sold in an entire industry. Despite that impressive total, Mr. Wessbecher did not go to Detroit, the motor capital, and, in fact, visited New York only three times. The tires he sold were *miniatures* for toy planes, trucks, tractors—some 8,062,000 wheel playthings in all—mostly made in New Jersey factories. He lives in East Orange.

Tires for toys, yes. Nevertheless, 125,000,000 tires is more than double the 59,155,326 life-sized tires sold last year by the rubber industry.

Mr. Wessbecher's super-salesmanship is the result, he says, of keeping a sharp eye on big time development and keying his toy activities to those in the standard field. For instance, in 1932, no sooner had tractor manufacturers begun using pneumatic tires than Mr. Wessbecher was after toy makers to produce diminutive replicas of threshers, disc harrows and fertilizer spreaders equipped with rubber tires of the same type. Boxed farmyard sets, complete with rubber-shod tractors and five rolling implements were introduced and are today listed as "best selling" items.

Immediately after the adoption of endless rubber tracks for the army's light tanks and scout cars, Mr. Wessbecher pointed out to toy manufacturers the need for this addition to the toy lines of the country.

Mr. Wessbecher, who considers himself a veteran salesman on the strength of 28 years' service (he's been with the Goodrich company all told for 40 years), has sold miniature tires for the past seven years, averaging 20,000,000 a year.

Despite the rubber developments to which he can lay claim

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## HERE'S A CHAIN LETTER THAT REALLY PAYS OFF!

Chain stores know well the copybook maxim that "a chain is no stronger than its weakest link." That's why chain organizations avoid weak links . . . why they locate their stores where business is good, where sales are large and frequent, where families buy more and buy more often, where profits are sure.

Our market research department has just finished a census of chain groceries and super-markets in New York City's five boroughs . . . the biggest food market in the world. We'll be glad to send you the findings as soon as tabulations are complete. The one big and significant fact that stands out boldly is this:

**Chain groceries and super-markets are concentrated in New York's Profit Half neighborhoods . . . among families of average income (about \$35 a week) and better.**

The pattern chain groceries follow for store locations in New York seems a smart and logical pattern to follow for locating your advertising here. And that's quite easy—because The New York Times concentrates its great circulation in New York in the very same neighborhoods the chains and super-markets pick for better business and fatter profits. In fact, The Times reaches more housewives in New York's Profit Half than any other newspaper.

### The New York Times

"ALL THE NEWS THAT'S FIT TO PRINT"

#### CHAIN GROCERIES AND SUPER-MARKETS IN TWELVE TYPICAL NEW YORK NEIGHBORHOODS

Neighborhood and income rating	Families	Chains	Chain Supers*
Central Park West—above-average . . . . .	42,500	63	3
Lower East Side—below-average . . . . .	62,500	16	—
Fifth Avenue—above-average . . . . .	20,500	59	1
Jefferson Park—below-average . . . . .	37,000	14	—
Flatbush—above-average . . . . .	49,500	57	10
Williamsburg—below-average . . . . .	45,100	13	—
Brooklyn Heights—above-average . . . . .	15,400	39	1
Brownsville—below-average . . . . .	51,000	3	—
Jackson Heights—above-average . . . . .	17,200	27	6
Long Island City—below-average . . . . .	16,000	8	2
Fordham Heights—above-average . . . . .	51,100	41	6
Morrisania—below-average . . . . .	57,900	22	4

\*Included in Chain Total





**W**e'll say the population runs in millions—3,008,959, to be exact. That's the total population in WMC's measured day-time coverage. But the wholesale sales of the Memphis market are over a billion dollars — \$1,082,032,870.00.

Isn't this a pretty dish to set before an advertiser? Why not investigate further this billion dollar market you reach when you advertise over WMC, the pioneer radio station of the Mid-South?

5,000 Watts  
Day  
5,000 Watts  
Night

WMC

NBC  
RED  
NETWORK

MEMPHIS, TENN.

THE *Billion Dollar* MARKET

★

Represented Nationally by THE BRANHAM CO.

★

Owned and Operated by

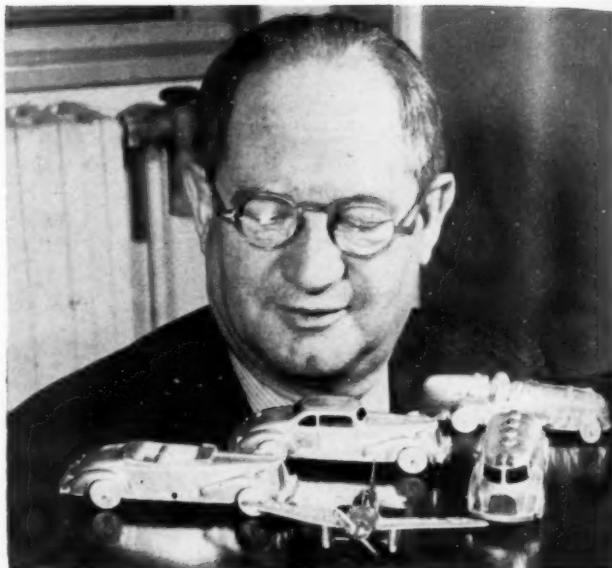
THE  
COMMERCIAL APPEAL

★

MEMBER OF SOUTH CENTRAL QUALITY NETWORK

WMC—MEMPHIS  
KARK—LITTLE ROCK  
WSMB—NEW ORLEANS

WJDX—JACKSON, MISS.  
KWKH-KTBS—SHREVEPORT



Charley Wessbecher doesn't get tired tiring toys so he sells 32,000,000 tires—one-fourth of the industry's intake—all by himself.

in modern toys—including also the rubber parts for two well-known games, "duckpins" and "diablo"—Mr. Wessbecher doesn't want to be considered an inventor. He prefers the classification of salesman—in an industry which annually brings in \$240,000,000 to toy manufacturers.

#### Milkman's Matinee

Many companies serenade the independent grocer figuratively, but Marin Dairymen's Milk Co., San Francisco, is probably the first to do so literally—with a sound truck and tunes "dedicated to good old Joe Blurp's Busy Bee Grocery."

The firm, producer of Marin-Dell milk and distributor of milk, cream, cottage cheese, chocolate and orange drinks, sells exclusively to independents. It has wooed them by radio, newspapers, outdoor posters, and—starting from scratch in 1930—is second in its field in Northern California.

Sidewalk serenading is the latest Marin-Dell stunt in catering to the independents. The milk white sound truck sneaks up in front of a grocery when there are customers inside and prospective customers on the street. A rousing march or a popular song rings out. Then comes a number specially dedicated to Joe, with perhaps others for some of his patrons.

When the crowd is in tingling good humor the truck driver puts in a plug for Marin-Dell products. Next he greets the crowd, tells them they are in front of an independent dealer's store, that Joe is their friend, a civic-minded merchant citizen and a vital part of their community. By patronizing him the community will prosper.

Recently the Northern California Retail Grocers' Association staged a series of food carnivals as part of its militant championship of independents. Marin-Dell's sound truck went with the food demonstrators from store to store, playing joyously and telling bystanders what was going on.

Music, milk and merchandising make a smooth mixture.



A San Francisco milk firm employs this sound truck to tootle in front of its customers' stores and gain their friendship—as well as the lively interest of all the neighbors.

# Never underestimate the Power of a Woman!

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# Sales Management

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### Notes from the Managing Editor's Desk

In SM for December 1, 1939, we presented a feature article reporting the details of the first national advertising campaign sponsored by United Wallpaper Factories, Inc. ("An Eyeful for Advertising Critics Who Think Consumers Are Being Gypped".) The program, including expenditures for local and national space, styling, designing and sampling, involved a layout of about \$800,000. Next issue we report on the results of that campaign. It's a story of turning red ink to black.

\* \* \*

Coming soon: A series of articles on catalogs . . . a report on the results of radical changes in sales policy made last year by Kelvinator . . . an analysis of "do's and don'ts" for premium and prize campaigns under FTC and Post Office regulations.

\* \* \*

Subscribers who use our Survey of Buying Power (new one ready April 10) are constantly writing, phoning and calling to ask questions about both the uses and derivations of the figures shown in the tabulations. Nine-tenths of these inquiries are answered in the explanatory material in the front of the book preceding the state-by-state tabulations. We urge you, therefore, PLEASE to read these pages before you attempt to apply the statistical data to your own marketing problems.

A. R. HAHN



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## REG. U. S. PAT. OFF.

More types of stockings than you can shake a stick at—beautiful sheers to service weights—and men's hose too! Then add a dash of seasonals, specials and promotional items and you've got a genuine sales control problem. Holeproof solved it with KARDEX!

The image shows a person's back and shoulder, wearing a light-colored bra. They are holding a large, blank ledger or inventory sheet. The ledger has several columns labeled at the top:

- MONTHLY BRANDED**
- MENS CUMULATIVE** (with sub-columns: BK TOTAL, BY SPECIAL, ADV)
- MONTHLY BRANDED**
- WOMENS CUMULATIVE** (with sub-columns: BK TOTAL, BY SPECIAL, ADV)
- MONTHLY BRANDED**
- LUXITE CUMULATIVE** (with sub-columns: BK TOTAL, BY SPECIAL, ADV)

Handwritten numbers are present in the first three rows of the 'MENS CUMULATIVE' and 'WOMENS CUMULATIVE' sections.

MENS CUMULATIVE				WOMENS CUMULATIVE			
MONTHLY BRANDED	BK TOTAL	BY SPECIAL	ADV	MONTHLY BRANDED	BK TOTAL	BY SPECIAL	ADV
373	373	54	381	257	1059	1316	87 766 175
100	473	376	100	300	1716	97 877 50	150 102 25 75 20
		337	5	140	130	1986	105 1102 60 110 212 10 65 15

At the bottom of the page, there is a small logo and the text "Brown & Company".

Individual KARDEX forms are assigned each outlet. A Graph-A-Matic signal travels the exposed visible margin and instantly reveals the percent that sales are above or below the preceding year. Above, glee—below, fast action! To give the salesmen a perfect picture of their customers' activities, the sales record cards are Dexigraphed quarterly and the photo-reproduced copies sent the men in the field. Accounts can't slip without definite action being taken.

Whatever your sales problem you'll find a Kardex system of sales control will greatly facilitate sales direction. Accounts that need special attention are spotted as quickly as the eye travels the exposed margins of the Kardex forms with their "reveal-all" Graph-A-Matic signals. Send the coupon below—today—to Remington Rand Inc., Buffalo, New York.

**Remington Rand Inc.**  
BUFFALO, NEW YORK

SEND DETAILS ON THE KARDEX SYSTEM OF SALES CONTROL.

NAME .....

COMPANY .....

ADDRESS.....

CITY &amp; STATE.....SM-3-15-4

. SM<sup>3</sup>-15-4

# WANTED . . . in "America's Money Belt" Enough Breakfast Food to Furnish Box Tops for Over 150 Million Contest Entries!



## WILL YOU SELL IT?

IF ALL the boxtops from all the cereals sold every year in the rich Money Belt area were laid end to end . . . it'd make a whiz of a contest to judge!

But there's no contest over the fact that the one best medium that helps sell that breakfast food, and much of the billion-and-a-half dollars worth of other commodities, is

the four-way voice of America's Money Belt . . . The Cowles Stations.

Furnishing the breakfast entertainment—as well as the breakfast—for a big part of the six million folks in the Money Belt, is quite a job . . . but the Cowles Stations do it every day. They can do a record selling job for you, too. Shoot them "25 additional words or less" today—and get all the facts.



Affiliated with THE REGISTER AND TRIBUNE, Des Moines, Iowa  
Represented Nationally by THE KATZ AGENCY

### WHICH OF THESE DO YOU SELL?

*Estimated Annual Retail  
Sales in "America's  
Money Belt"*

Canned Fish . . . . .	\$10,000,000
All Cereals . . . . .	21,000,000
Canned Milk . . . . .	27,000,000
Flour . . . . .	64,000,000
Shortenings (Vegetable and Salad Oils)—not including lard . . .	31,000,000
All Perfumes and Cosmetics . . .	17,000,000
All Soaps . . . . .	39,000,000
All Canned Fruit and Vegetables . .	47,000,000
Tobacco . . . . .	85,000,000



# "An important market of America"



**BEN DUFFY**  
B. B. D. & O.

Ben Duffy is a Director of Batten, Barton, Durstine and Osborn, and is in charge of marketing and media. His recent book, "Advertising Media and Markets," has received high acclaim from leading advertising authorities.

"Newark has always ranked high with us among the important markets of America.

"The concentration of industrial activity has provided Newark with the means of keeping its large population employed.

"Newark is a rich and responsive market. We find that advertised merchandise is particularly well accepted in the wealthy suburban area, the territory that contributes so

much to the fact that Newark has an extremely high per capita sale.

"Geography works a handicap on this excellent market. If it were not located so close to the greatest market in the world, it would command more attention. However, we have learned that we cannot afford to overlook a market of over 900,000 people who have the money to buy good merchandise, regardless of the tricks that geography plays."

*In Newark and the 28 suburban communities of its A. B. C. City Zone, The Newark News delivers 7-out-of-10-family coverage . . . more than ANY other paper, more weekdays than all New York papers combined.*

**NEWARK**

**NEWARK EVENING NEWS**  
*"Always Reaches Home"*

**NEW JERSEY**

**O'MARA & ORMSBEE, Inc., General Advertising Representatives**  
New York • Chicago • Detroit • San Francisco • Los Angeles



## WHO THE HELL IS MR. BELL?

"We are sorry to have to tell you," the letter read, "but every one is in favor of the site which you recommend for the new plant, except Mr. Bell. In our final meeting . . . protracted discussion . . . reached mutual agreement . . . and so decision went against you."

"Who the hell is Mr. Bell?" he thought, laying down the letter. He checked over the list of the Management men he had called on. There was a Vice-President, the Production Manager, the General Manager, the Chief Engineer and the Chairman of the Board. They were all in favor . . .

"Mr. Bell? . . ." he thought again. An examination of the company's personnel list followed. And there he found him: S. K. Bell, Sales. And he learned about Management from him!

For Management today is not one man or one special group of men.

Modern Management is *any* man who has a responsible vote in the making of a major decision. Such a man has influence outside his special field. A Sales Manager has influence in the choice of an industrial site. A Research man has influence in the choice of materials. An Engineer can accept or reject a system of distribution.

Every Management man is looked to by every other Management man for information, counsel and help. When a product, a program or an idea is up for Management examination, it will stand or fall according to the degree of its acceptability among *all* of the members of Management.

Those members of your sales staff who sell goods, services or materials to Management will confirm the fact that there are Mr. Bells in many of the companies they call on.

### "But we have a difficult problem."

To advertisers who say this, FORTUNE replies that most successful campaigns addressed to Management have grown out of difficult problems . . . after one question has been answered:

### "Where does Management read advertising with most interest?"

. . . Recent figures obtained by FORTUNE's Marketing Service Department in its constant investigation into Management advertising problems show that:

**85% of FORTUNE'S subscribers** are officers, managers, directors, department heads, partners or owners of businesses . . . and *every* survey has shown that in FORTUNE the advertiser reaches Management more certainly, effectively and economically than in any other magazine.

# Fortune

*The* MAGAZINE OF MANAGEMENT

**85% OF FORTUNE'S 150,000 SUBSCRIBERS ARE MANAGEMENT MEN**

# Significant Trends

As seen by an editor of SALES MANAGEMENT for the fortnight ending March 15, 1941:

## Hollywood Has a Name for It

"TERRIFIC"—"SUPERCOLORSAL"—would be the terms which Hollywood might use if their producers had turned out the current national economic epic which is sweeping the country—the gigantic, unparalleled pump-priming movement which we call National Defense.

The national spending figures incidental to the war effort are fantastic. Authoritative Washington quarters estimate that the country will spend in 1941-42 some 17.5 billions, and that in the 1942-43 period the outlay will jump to 25 billions. The Office of Production Management is authority for the estimate that before the job is done the outlay will hit 35 billions a year.

It's hard for anyone to conceive of such figures for national spending, and doubly hard for those of us who are comparative oldsters and who were raised on conservative economics. We were taught, for example, that no country could go on spending the way Germany has spent for many years, without going broke. But economic laws, we now find, are man-made creations; they can be shaped and bent and modified, and the day of reckoning pushed farther and farther ahead, to a point well beyond, perhaps, our life's vision.

Somehow I am reminded of a luncheon conversation the other day. My companion told how he used to admire—in the early Twenties—those magnificent painted boards which the United States Tire Co. erected near points of scenic beauty and in the outskirts of cities and villages—ones which would start off something like this: "YOU ARE APPROACHING JONESVILLE. Founded in 1643 by Abner Roberts, son of the treasurer of the Mayflower Colony, and paternal great-great-great grandfather of George Washington, who once slept in the house . . ." et cetera, et cetera,

"Well," said my friend, "one of the towns over in New Jersey has a beautiful sign very similar to those which the tire people used to have, and for the past five years I have been trying to read it. And yet despite the fact that I pass that spot at least twice a week I haven't been able to get beyond the third line of that sign. We're inclined to forget the increased tempo of American life. Back in the days when we admired the United States Tire signs the average car speed was 20 to 30 miles an hour, while today it is 40 to 60. In those days you could print an essay of 100 words on a poster and it would be read; today you have to do it with a picture and not more than ten words of type."



Since we can't see the end of the road, it would seem to be the wisest course not to pretend that we know all the answers, and to make the best of life and business as we go along—instead of trying to turn the clock back to days when there were no wars, when taxes were low, when individualism was rugged, and regulation was something only our competitors should enjoy.

The fear of the unknown and the break with cherished traditions seem to be paralyzing many business men, causing them to adopt a stand-off-and-do-nothing policy. Perhaps they are waiting for Wall Street to give them a clear signal. Perhaps they will get it, perhaps not. Wall Street has been pretty unpredictable in the past to most of us, and probably will continue to be. One of Wall Street's

best organs, *Barron's Weekly*, said last week, "Notwithstanding the fabulous present and prospective Federal outlays (for defense) the Administration is already working on methods of expenditure to combat a possible depression after the war. Peace or war, there is apparently to be no modification of the original pump-priming concept"—from which they go on to argue that the size of the national income is bound to lick, in time, the present intense defeatism, and produce a demand for equities which always before has instilled hope and confidence among business men.



Certain it is that the fear is of the unknown, for to date business has prospered. Despite the big boost in taxes the net income of manufacturing companies in 1940, after allowances for all taxes, increased 27% over the 1939 figures, according to an analysis of 925 corporate reports by the National City Bank of New York.

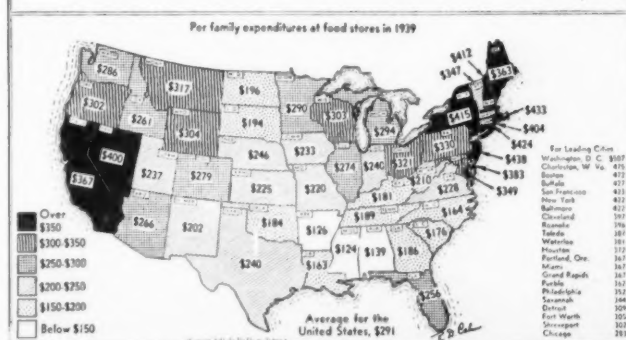
And considering what has been done to date for the defense program, it is remarkable that disturbances of business, through government controls or otherwise, have been not so many, but so few. Production has had a great increase—26% since last April—and construction, equipment manufacture, labor training and other preparations for further increases are well advanced. A huge forward buying movement involving substantial inventory accumulation has been supplied—and all without development of major shortages or restrictions, dangerous disturbance of commodity prices, or significant rise in the cost of living.

Shortages in certain materials are being taken in stride by manufacturers—as witness last week's announcement by the General Electric Co., that it was voluntarily relinquishing \$4,000,000 worth of aluminum, and would use some substitute material for the ice trays of its refrigerators so that the precious metal might be used for airplanes.

## Reporting to Your Public

GENERAL ELECTRIC, mentioned above, will doubtless tell the American public what it has done, through paid advertising. It is interesting, legitimate news—and sound public relations. There will be a quick growth in this type of advertising. Last week the United Aircraft Corp. used a full page in the *Saturday Evening Post* to answer a series of questions under the general heading of "What

### Average Amount Spent at Food Stores by the Families of Each State





About Aircraft Engine Production?" Specific questions raised and answered were:

How fast is your engine production increasing?

How has this increase been achieved?

Are you producing engines for both Great Britain and the United States?

Are you producing engines fast enough to meet airplane requirements?

Will mass-production help to increase output?

Will the automotive industry be a factor in production?

How big is the job ahead?

Can it be done?

Now, some will argue, why should the United Aircraft Corp., with a backlog of a half-billion dollars' worth of orders, and with no possibility of selling an aircraft engine to any individual reader, "waste" \$8,000 on this page?

To some extent this advertising may be an unselfish contribution to the American system of free enterprise. If Business puts its best foot forward, shows the public what it is doing to execute quickly and effectively the armament job which America wants, then it should follow that the likelihood of private business being "taken over" is considerably lessened.

But the United officials are also selfish. It is obvious that they are not filled with the defeatism which permeates some business men; they are looking ahead to other and happier years, when the corporation may have something to sell directly to the public, or indirectly through supplying branded parts and equipment which will be a part of other advertised machines, and they are establishing acceptance and friendly feeling.



Another great company, the Aluminum Co. of America, is keeping up its institutional campaign, giving a preview of "Aluminumized America" even though today they have nothing to sell. "When we supply aluminum for National Defense in this crisis, your business and your family are served in an infinitely deeper sense than if the aluminum actually went to you. . . . And when the emergency is past, there will be more aluminum than was ever available before . . . lower prices . . . and more ways in which aluminum can serve industry and the nation."

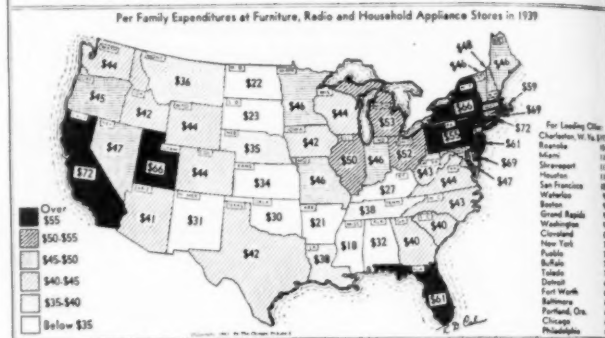
The proponents and defenders of the free-enterprise system can accomplish far more in holding what is precious to them, by going to the public with concrete examples of service like the examples above, than by talking loudly and heatedly to themselves, in their conventions, about the advantages of things-as-they-used-to-be as against things-as-they-are. And besides, there is always the possibility of apoplexy!



Enlightened selfishness is a term which might be applied to the approach which many companies are taking toward defense activities; they find ways of simultaneously helping their country and helping themselves by inducing a friendlier feeling among their customers. Crowley, Milner, the big Detroit department store, bought space in the *Times* of that city a week ago Sunday to help the Navy Department's Air Reserve. That body hasn't as yet an appropriation for advertising, and the department store ran a recruiting ad under the heading "Learn to Fly at the Navy's Expense." The only "selfish" copy was at the very end, where prospective recruits were told, "You can obtain full details on Crowley's First Floor, East Building. At the same time you can see display of Naval Aviation equipment. To our best knowledge this is the first occasion of a department store aiding the Navy in recruiting. Crowley's is proud to play this part in the National Defense program."

[ 12 ]

## Average Amount Spent at Furniture Stores by the Families of Each State



## To 1929 Look-Backers

THE HIGHEST EMPLOYMENT LEVEL ever reached—that's the situation today. Civil non-agricultural employment (not counting any governmental employes) in January was estimated by the Department of Labor at 36,343,000—an increase of 1,868,000 over January of last year, and a jump of 1,100,000 over January, 1929.

No wonder then, that retail sales soared, as shown by the Pictograph on the front cover of this issue. Millions who just scraped along during the Thirties are getting theirs now. And there's another very significant point on that Pictograph—the fact that sales of wholesalers increased 18% during January, *but their inventories went up only 6%*. What a vacuum for manufacturer's salesmen to fill!

Here is opportunity in terms of specific wholesale trades:

Business	% Change in Sales Jan., 1941, vs. 1940	% Change in Inventory Jan., 1941, vs. 1940
Paints and varnishes . . . . .	+22	+7
Clothing . . . . .	+8	-14
Shoes . . . . .	+34	-5
Drugs . . . . .	+12	+1
Dry goods . . . . .	+10	-7
Furniture and house furnishings . .	+25	-2
Hardware . . . . .	+33	+7
Jewelry . . . . .	+62	+17
Lumber and building . . . . .	+50	+3
Tobacco . . . . .	+4	-1
Groceries and foods . . . . .	+10	+4
Confectionery . . . . .	+10	+7

Mr. and Mrs. American Public in January were 13 cents on the dollar better off than they were in the same month last year because, rents excepted, living costs were unchanged, while combined cash income sources, led by wages, totaled \$1.14 against \$1.00 in January last year—so says the Investors Syndicate in their monthly study.



Caution to those who watch conventional business indexes: As business proceeds at a faster clip, with near capacity in many industries, the volume side of the picture will be very confusing. There may be a seeming slump in some business indexes. For example, the Midwinter building of stocks in the automobile industry is very likely to mean a subnormal Spring output. This will be made up by expansion of defense activities. Most business indexes do not allow for a situation of this sort.

Such situations are allowed for, however, in the three first-of-the-month SALES MANAGEMENT features: Future Sales Ratings, Current Effective Buying Income, and High-Spot Cities.

PHILIP SALISBURY

SALES MANAGEMENT



Packard



Jacobs



Wells



Ackerman

GORDON PACKARD has been appointed to the newly created post of general sales manager of International Business Machines Corp., N. Y. Joining IBM in 1927, he has served in numerous sales capacities, most recently as Chicago divisional sales manager. Now he moves to the home office.

S. ALLEN JACOBS, general sales manager of Inca Manufacturing division of Phelps Dodge Copper Products Corp., has been elected a vice-president. He assisted in the formation of Inca in Fort Wayne, Ind., in 1930, and remained in the sales managership when the company merged with Phelps Dodge. Fort Wayne will continue to be his headquarters.

EDWARD P. WELLS becomes commercial manager of the vacuum cleaner division of Apex-Rotorex Corp., Cleveland. For the past seven years he was vice-president in charge of sales of Kalamazoo Stove and Furnace Co. Before that he was with Eureka Vacuum Cleaner Co. for ten years, serving first as a divisional s. m., later as v.-p. in charge of sales.

J. E. ACKERMAN has been appointed director of merchandising and advertising of Dodge division, Chrysler Corp., E. J. Poag, assistant general sales manager, announces. Mr. Ackerman was formerly field manager and most recently assistant director of truck merchandising at the Detroit plant.

## NEWS REEL



Wadenstein



Parker



Herbert



Thomas

O. E. WADENSTEIN has been appointed sales manager of the wholesale division of Pittsburgh Coal Co. of Wisconsin. Vice-president John R. Warner announces. The territory comprises the states of Minnesota, North and South Dakota, Wisconsin. Mr. Wadenstein has been with the company since 1920. He succeeds L. F. McCulloch, who retires after 34 years' service with Pittsburgh.

ALTON B. PARKER becomes national sales counsellor for the Association of Gas Appliance and Equipment Manufacturers. He will direct the CP gas range program in the field, speaking to dealers, utility salesmen, consumer groups, and aiding department stores. He was formerly in charge of dealer relations and sales development of United Gas Corp.

M. B. HERBERT is named sales promotion manager of Manz Corp., Chicago and N. Y. printers and engravers. Formerly with Celotex Corp., Chicago, Mr. Herbert has been active in advertising and sales promotion in the Mid-west for the past 18 years. As a member of the Advertising Managers Club of the Chicago Federated Advertising Club, Mr. Herbert served on the awards committee last year.

LEE THOMAS is appointed vice-president, general manager and director of Edward Katzinger Co., Chicago maker of kitchenware, tools and flashlights. Mr. Thomas joined Butler Brothers, Chicago, in 1929, and rose to be director of merchandising. Before that he rose from a clerk to advertising manager of Ernst Hardware Co., Seattle.

*Photograph of Mr. Jacobs by Blackstone*

Built soundly on low-pressure selling and persistent advertising, Schaefer's 1,300,000 barrels for 1940 represent an all-time 99-year high. Volume has expanded every year since Repeal.

## One Product, One Price, One Market: The Policy That Built Schaefer

**S**ALES success does not go necessarily to those who shove the hardest and shout the loudest.

Some concerns—such as the F. & M. Schaefer Brewing Co., New York—progress steadily on policies of *low-pressure* selling.

These concerns realize that the best way to get and hold customers is to be sincere, direct and helpful, recognizing, always, both the other fellow's interests and one's own. It means developing mutual respect.

But self-respect comes first.

Before Prohibition the brewing business was regarded by many as a matter of "tied houses" or subsidized saloons and other factors which did not tend to create either constructive competition or a healthy environment. Brewers today, however, rely increasingly on the merit of their products and the soundness of their selling and advertising to make these products *wanted*.

No brewer has tried to be more consistent in this than Rudolph J. Schaefer, II. And none, in consequence, has won more rapid acceptance for his product.

The Schaefer brewery next year will reach the century-mark. On re-legalization of beer, in 1933, Schaefer's business moved up to its all-time peak of nearly 300,000 barrels. But each year since, the business has continued to expand. In 1940, it was in excess of 1,300,000 barrels. Although the national beer volume declined in 1940—2.1%—Schaefer's sales again were ahead.

In these eight years this company's sales rank has moved from far down the list to a probable fourth among all the brewers in the country. Only three "shipping brewers," it is believed—Anheuser-Busch of St. Louis and Pabst and Schlitz of Milwaukee—today have larger volume. These brewers sell throughout the country and even in other countries. Schaefer continues to confine its sales area to

within 75 miles of New York City. In this metropolitan market, among all types of licensees, Schaefer is now the largest-selling beer.

Schaefer concentrates. Schaefer tries to be consistent and constructive. . . . The story of this phenomenal growth is as simple as that.

Frederick and Maximilian Schaefer, brothers, introduced the first lager beer



Surveying eight successful years, Schaefer might well adopt a secondary slogan: *In hoc signo vinces.*

to this country in a little brewery "way out" on Broadway and 19th Street in Manhattan, in 1842. The product became popular. In 1849 they moved to a larger plant at the corner of Park Avenue and 51st Street. (The site of the present St. Bartholomew's Church, across the street from the Waldorf-Astoria.) In 1916, Rudolph J. Schaefer, son of Maximilian, who had purchased complete control of the company, began the building of the present plant on the East River, in Brooklyn.

Rudolph J. Schaefer, II, grandson of Maximilian, joined the company, in 1924, during the "near-beer era." His father had died the previous year. On the retirement of his brother, F.

M. E. Schaefer, from active management, just prior to Repeal, he became president of the company, while F. M. E. Schaefer continues as vice-president and director.

Near-beer had not been profitable, but it had served to keep the old organization, and the tradition, intact. The tradition involved primarily the production of "Beer at Its Best." It involved the maintenance of the idea—not yet a Schaefer slogan—"Our Hand Has Never Lost Its Skill." . . . Some of Schaefer's general and production executives have been with the company for 30 and even 50 years.

But Mr. Schaefer realized that times had changed since 1920. Merchandising methods had improved. Packaging had become important. Competition, during the depression, was keener than before. The "skill"—and the beer—must be *sold*.

So he brought into the company men such as Henry A. Miles, general sales director, and Val A. Schmitz, advertising manager, who had experience in other packaged-goods industries. He engaged an advertising agency—Batten, Barton, Durstine & Osborn—which knew how to carry the Schaefer message to millions.

But all these were merely to emphasize the company's concentration, consistency and constructiveness.

Schaefer continues to sell only one product, at one price, primarily in one market.

Schaefer's beer is the same as it was eight years ago—a *light* lager beer. The company has thrown no vitamins into the product, no super-superlatives into the promotion. It has simply continued to make a beer which people will enjoy—and has told them so. The company has developed attractive packages, but took its time in introducing them. Schaefer was the last major brewer in New York to package its beer in cans, and was the last—in October, 1940—to adopt quart bottles.



Schaefer sells today through some 25,000 retailers in the 75-mile radius, who sell draught or packaged beer. In this area, Mr. Schaefer believes, the company has the most intensive distribution of any brewer. Formerly limited to about 50 miles, the radius was widened to its present size about five years ago.

Unlike some other brewers, Schaefer has not "penalized" its draught business by concentration on packages. Both divisions have participated in the company's 400% growth since 1933. Schaefer has developed its primary area intensively. Most of the sales expansion has come from additional business per outlet. Schaefer realizes that its business can only be as good as its licensees'.

The plan of the company is to sell and deliver direct to the retailer. The trade is served by Schaefer's own organization in the greater metropolitan area, and by a group of selected distributors in the surrounding area—all of whom follow the Schaefer policy of sales and distribution.

Schaefer's sales force is divided into draught and package men. All are on straight salary, but receive additional income if they make their annual quotas. Mr. Schaefer does not believe in commission selling. The quotas are reasonable. But all are high enough to anticipate the company's continued progress. Most of the men make quota regularly.

### More Than Salesmen

Mr. Schaefer will not permit the salesmen to try to load up dealers. He is more concerned with the dealers' consistent turnover than with temporary "volume." The company has only one price, and no quantity discounts. The little buyer gets the same price—per case or barrel—as the big one. "We believe," he told SM, "that, if anything, the little fellow deserves a better discount than the big one. The small dealer is just as important as the large dealer in serving the product to the public."

Every Schaefer salesman calls on each outlet once a week. His job is not only to sell, but to help the dealers sell. He helps dealers install displays and use promotion material. He has a lot to do with convincing dealers that beer demand today is year-round. The company and its salesmen do their part to help keep beer retailing sound and constructive. . . . The salesmen do not hand out cigars!

Schaefer displays—like its advertising—are simple and attractive. The company goes to considerable care to provide material which dealers will want to use, and has better than aver-



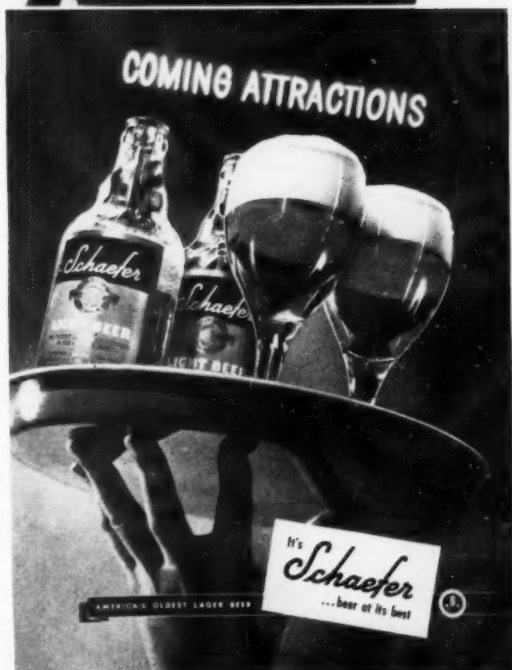
This was a Schaefer car card and outdoor poster of last year—so confident was the company that its beer was permanently identified with "Our hand has never lost its skill."



To keep cold weather beer sales up, the company currently offers many point-of-sale versions of this painting of hearty, lip-smacking Uncle Elmer, who also has appeared "personally" on the Schaefer radio program.



The elements of a Schaefer advertisement are always simple — always easy to recognize and remember. There is some version of the hand holding a brimming goblet (no Schaefer ad ever shows beer in any other type of drinking vessel), and "It's Schaefer . . . beer at its best!" and/or "Our hand has never lost its skill." Above, a half-page newspaper ad; at right, a page in magazines of local interest to New Yorkers.



age response. This is partly because Schaefer does not rush out every month with "new and improved" news.

Last Fall, a display titled "Now We Are Three," introduced the quart bottle, beside the Keglined can and Steinie. The announcement said: "In response to constantly growing demand from both public and trade, we are pleased to present the Schaefer Quart, a distinctive, clear-glass bottle, especially designed for Schaefer." . . . For Christmas, Schaefer provided a display of three bells, designed by Andre Durenceau, mural artist. . . . Currently, the personification of Schaefer, in store and window displays and advertising, is a genial gentleman called "Uncle Elmer." He stands, ear-muffled and bundled-up against the cold, drinking Schaefer with obvious enjoyment. "Uncle Elmer" was painted by Harold Anderson. He shows that "Thirst Takes No Winter Vacation."



Rudolph J. Schaefer II

Beer used to be a "Summer" product. Schaefer, however, emphasizes the seasons in a program to tell consumers, and the trade, that beer is as refreshing and relaxing in January as in July. These seasons are Winter, Bock (starting this year on March 12), Spring, Summer (on ice), Fall and Christmas.

Schaefer's calendars might be said to symbolize both its consistent year-round selling and its concentration on the New York metropolitan area. Millions of people in this area—and thousands of tavern and package-store owners—are Catholics and Jews. The calendars call attention to their holidays, holydays and fast days.

In outdoor, magazines, car cards, trade papers, Schaefer advertises every month. The newspaper advertising is year-round, except for a brief Christmas vacation. The radio program—currently called the "Schaefer Musi-quiz"—is broadcast on WEA 52

Tuesday night a year. . . . Recently, "Uncle Elmer" appeared "personally" on the show.

The company's coverage is intensive. Large-space ads appear not only in the general metropolitan dailies, but in neighborhood, suburban and foreign language papers. The magazine list ranges from *Cue* and *Metropolitan Host* to the metropolitan edition of the *New Yorker* and the *Princeton Tiger*. Copy is run consistently in trade papers covering the metropolitan area, such as *Grocer-Graphic*.

Schaefer confines its "eloquence" to illustration more than to copy. Whatever the medium, the advertising appears in poster style. The message and the layouts may vary a bit, but almost always the copy is brief, without reasons-why, and with emphasis on "Beer at Its Best" and/or "Our Hand Has Never Lost Its Skill."

The "Hand" theme, it seems, was taken originally from copy in a newspaper ad. In all media, and especially outdoor and car cards, it has sym-

bolized Schaefer through the last decade. It has been changed a bit from year to year. . . . Back in November, 1932, nearly six months before real beer was re-legalized, the hand was shown holding a glass. In 1933 and 1934, the Hand and Glass was changed a bit. The legends were "Schaefer Fine Beer" and the "Our Hand Has Never Lost Its Skill" slogan. . . . In later years the head and shoulders of a man appeared, holding the glass, and then a hand held a glass under a tap in a tavern. The name "Schaefer" continued to be stressed in large type, and, of course, the slogan. . . . Last year, so confident was Schaefer that the hand, glass and slogan told *which* beer, that the brand name appeared only in a very small company signature at the bottom. . . . A similar treatment is used in current magazine copy.

Recent Schaefer newspaper advertising shows three glasses, or rather, the same glass three times—full half-empty and empty—under the caption,

(Continued on page 74)

## Advertising Campaigns

[ Old and New Products as Promoted in Newspapers, Magazines, Radio, Outdoor Posters and Trade Press ]

### Shell's Contribution

Shell Oil Co., N. Y., will point out its laboratory developments and contributions to many industries in campaigns for gasoline, motor oil and industrial products. Over 300 newspapers east of the Rockies will be employed for gasoline; *Life* and *Saturday Evening Post*; spot announcements weekdays over some 30 stations; and 3,500 outdoor posters. The Pacific Coast division, which operates separately, will also use some 150 papers.

Shell motor oil gets space in *Collier's* and *S. E. P.*, outdoor posters, spot radio and "minute movies." Gas and oil copy breaks around April 1.

Industrial copy is to appear in *Business Week*, *Fortune*, *Nation's Business* and about 50 trade papers. A movie, "Oil from Aladdin's Lamp," describes Shell Development Co.'s work in making a diversity of products from synthetic rubber to TNT.

Agency: J. Walter Thompson, N. Y.

### Roast-of-the-Month

General Electric Co., Bridgeport, has worked out an elaborate dealer participation plan for a "Roast-of-the-Month Club." The public was told in March issues of *Better Homes &*

*Gardens*, *Country Gentleman*, *Good Housekeeping*, *McCall's*: "A complete G-E kitchen and 10 new G-E ranges to be given away free for best recipes for oven-cooked meat dishes."

Contestants buy nothing, merely submit their favorite recipes—on the entry blank obtainable only from G-E dealers. Club members get a toothsome picture of a roast of meat, "suitable for framing," a membership certificate, and a monthly folder giving the prize-winning recipe for that month. Dealers may "contact members every month, either by personal call or have them come into your store for their copy."

Besides the customary broadsides, streamers, co-op ads, etc., dealers are supplied with displays to be used in meat markets—for butchers are naturally interested in any plug for meat. Dealers are also told about the Modern Kitchen's Bureau "He-Man Cook" promotion, advised to "get prominent local men to compete for the local cooking championship. Invite them to become members of your local Roast-of-the-Month Club. Have women and men compete for local cooking championship." MKB ads are also to run in *Better Homes & Gardens*, *Good Housekeeping*, *Ladies' Home Journal*, *McCall's*, *Woman's Home Com-*

SALES MANAGEMENT



panion. G-E dealers are exhorted, "This national advertising works for you locally. Cash in on it with an active local merchandising program." G-E's agency: Maxon, N. Y.

## S-W Spring Song

Sherwin-Williams Co., Cleveland paint firm, has begun a Spring campaign in newspapers of 166 cities—more than double the size of any previous newspaper effort.

Explains C. M. Lemperly, advertising director, "The campaign, of 13 weeks' duration in our branch cities over the signatures of local and nearby S-W dealers features the S-W paint and color Style Guides. . . . These messages in and adjacent to our branch service points localize our national advertising and let people know where they can buy our products most conveniently."

"Metropolitan Opera Auditions of the Air" has been sponsored by S-W on the NBC Red network for several seasons. Warwick & Legler, N. Y., handles the radio period. T. J. Maloney, N. Y., is the agency for the newspaper drive.

## Sheets

Pequot Mills, Salem, Mass., is boosting its Pequot muslin and percale sheets intensively with frequent insertions in:

*American Home, Better Homes & Gardens, Bride's Magazine, Christian Science Monitor, Country Gentleman, Good Housekeeping, Ladies' Home Journal, Life* for consumers. For institutional buyers the messages are appearing in *Hotel Management, Hospital Progress, Hospital Yearbook, Modern Hospitals*. And for the linen trade *Daily News Record, Department Store Economist, Dry Goods Journal, Linens & Domestic* are on the list.

Themes will vary with the publications and with the seasons, says J. D. Tarcher, N. Y. agency in charge.

## A Dress and a Rose

When Grandpaw bought a new suit at Biggs Bros. Genl. Merchandise Store, Luke Biggs always threw in a pair of galluses free gratis. Somewhat the same idea is being employed by Ameritex Co. and Mayflower Dress Co., both of N. Y., in promoting a line of "Rose Parade Print" dresses for women.

The dresses—of sanforized shrunk cotton and Crown-Tested rayon—are designed from and named after nine prize roses of 1941. Each dress carries a tag to be filled in with the buyer's name and address and mailed to Jackson & Perkins, world's largest rose

growers, at Newark, N. Y. From there a rose bush will be sent back free. Bushes will be selected for the locale and sent at the correct planting season, together with a booklet on rose growing.

Crown-Tested rayon (American Viscose Corp.) headlines the Rose Parade Prints in its *Mademoiselle* ad for April. Ameritex Co., the fabric creator, describes them in the *New Yorker*; and Mayflower Co. in *Glamour*, April issue. A diversity of merchandising helps are furnished to retail stores.

## Pretty Peggy Pepper

That new trade character is getting a big build-up by Dr. Pepper Co., Dallas beverage firm, in several media. The campaign is the company's largest.

Black-and-white comic strips (starting about now) in 165 newspapers and Sunday comics bi-weekly in 25 papers, regular insertions in *Holland's*,



Peggy is the Dr.'s new girl friend.

a half-hour transcribed program on some 35 stations, intensive spot radio plugs, outdoor posters, and point of sale material comprise the program. Local bottlers will also employ movie trailers.

The territory covered is roughly from Baltimore south and clear across the country, for it is in the southern and mid-western part of the U. S. that Dr. Pepper has distribution.

Agency: Benton & Bowles, N. Y.

## A Piece of String

Esso Marketers (Standard Oil affiliate) takes the title of one of de Maupassant's most famous stories for its Spring sales theme. On 34 stations from Louisiana to New Hampshire "The Esso Reporter" is telling listeners that "your Esso dealer can give you a piece of string to tie to your thumb."

The string is a reminder to "have the oil changed, properly, in plenty of time." Beginning in the South and working northward with advancing warm weather, some 16,000 Esso filling stations in 18 states are being equipped with balls of string to tie around their customers' fingers—351 miles of string.

Commercials on the newscasts several times a day run along the line of, "Car owners take their solemn oath they'll change the oil when it ought to be changed . . . and then their 'forgettery' promptly puts it out of mind. Can you 'tie' that? Your Esso dealer can. He has a simple memory-jogger that will keep you reminded . . . There aren't any strings to that offer."

Marschalk & Pratt, N. Y. agency, handles the radio series.

## To Get a Letter —

Eaton Paper Corp., Pittsfield, Mass., is endeavoring to hammer into the public mind the phrases, "Any Mail for Me? To get a letter, write a letter—use Eaton's fine letter papers." The slogan will continue to appear until June in:

*American Home, American Magazine, Better Homes & Gardens, Christian Science Monitor, Collier's, Farm Journal & Farmer's Wife, Good Housekeeping, Holland's House Beautiful, Household, Ladies' Home Journal, Liberty, Modern Screen, Movie Mirror, National 4-H Club News, National Geographic, Our Army, Our Navy, Photoplay, Redbook, Saturday Evening Post, Successful Farming, Time, True Story, Woman's Home Companion, Yankee*.

The company's typewriter papers are being advertised in *Time*. Grey agency, N. Y., is in charge.





From the Colonial pantry full of goodies, Cresca conceived the idea for its display unit, a Buttery built of knotty pine. This four-sided Buttery is Macy's adaptation of the Cresca design. (Right) The original crock from which Cresca adapted its grey pottery sauce container with delft blue design belonged to a family of Dutch settlers.



## Cresca Dramatizes Early America in Food Promotion Program

You think it would be difficult to find a style angle for food merchandising? Here's a company that has done it. The result: Preferred display space in many a fine food store.

**T**HE Colonial American family ate heartily and well. For proof of how heartily and how well one has to turn only to the Martha Washington Cookbook published last Fall or to glance over the contents of an Early American Buttery in the stores throughout the country which carry Cresca Co., Inc.'s (New York), Early American Savories.

In the past five months, by capturing and putting into its products, packages and promotion, the quaintness and charm of Colonial America, Cresca has placed its new line in more than a hundred food and department stores from coast to coast and seen its packages awarded the *Modern Packaging* top award for the best family of containers entered in the magazine's current competition. Although distribution at first was confined to one store in a city, the popularity the line has achieved in the few short months it has been on the market has led the company to start filling in territory, and by October of this year Cresca expects almost to double its outlets.

The marketing of Early American Savories is an innovation for Cresca. For more than sixty years the company has been concerned chiefly with importing such fine foods as figs from Smyrna, olives and olive oils from the Mediterranean, and other delicacies from foreign lands . . . foods which have always been sold through specialty rather than chain food stores on their reputation of being "more than a little better." When it became obvious to Cresca that most of its imports would be cut off by the war, the company began developing domestic items with which to carry on its business . . . fruits, juices and vegetables, fish, wine vinegar from California instead of France and other such foods obtainable on this continent.

Early American Savories were an outgrowth of this domestic product development, a natural outgrowth in the light of the current emphasis that is being put on Colonial Americana in cosmetics, fashions, furnishings.

As great as the temptation may be, Cresca does not indulge in flap waving or Star Spangled Banner singing in promoting its Early American prod-

ucts. Instead it is capitalizing on the fact that interest in this country's historical heritage is at a peak and adapting the charm and quaintness of the period to 1941 merchandising.

Cresca's Early American line of "foods bounteously prepared in the old colonial tradition of fine eating and gracious living" includes such an appetizing array of items as blueberry and lemon marmalade from Cape Cod, spiced gooseberries, Virginia Hunt relish, Maine codfish cakes and jambalaya from New Orleans. There are more than seventy items in all: Preserves, conserves, jellies, pickles and relish, honeys, sauces, syrups, ginger, spices and herbs, vinegars, teas, seafoods and other specialties in canisters.

The company's first job after the decision was made to market Early American foods was to find recipes which would reflect the art of cooking of the day, yet be adaptable for production for national distribution. Preparation of the line was turned over to Wesley Associate, New York agency, and took months of study and research. Choice recipes hidden in family archives for years had to be dug up. Historical societies, libraries and museums had to be searched for many others. And the manufacturing set-up had to be arranged so that although the foods were to be distributed nationally they could be prepared

in small batches to preserve their "homemade" flavor.

The second job, that of packaging and promotion, Cresca also put in the hands of the agency. Mrs. Annette Fontaine of Wesley is responsible for the research and designing that went into the development not only of the products but also of containers "as beguiling to the sight as the savory contents are to the taste." Data on Early American utensils had to be gathered from such places as Bennington and Williamsburg and from museums throughout the country for the distinctive pottery crocks and jars in which Early American Savories are now packaged.

Grey crocks, for instance, used for

over designs in gay colors showing scenes in an early American home.

Because of the packages which are re-usable as vases, consomme bowls, individual casseroles, etc., Early American Savories were introduced last October in time for the Christmas trade and received their first impetus as gift items. Now that the products are launched, Cresca is putting out a smaller, less expensive container for general use. It's Early American, too, a small lightning jar—a glass jar with a glass clamp lid—tied with a red, white and blue ribbon.

Cresca has succeeded in getting its Early American line into many department stores that have no regular food departments. They stock the products in gift departments, on the first floor as a welcome relief from such ordinary merchandise as stockings, shoes and hats, even in chinaware departments as a tie-up with Early American designs in tableware.

There is a very good reason, in addition to the quality of the products and the attractive packaging, why Cresca's Early American foods have been so well accepted by retailers. In presenting the line to retailers, Cresca offered them a packaged promotion: National advertising in *House & Garden* and the *New Yorker* carrying the names of stores which stock the line; a design for a display unit in which to display the products in their proper setting; a manual for retail salespeople describing the background of products and containers; easel mounted display cards; mat sheets including complete dealer ads, copy suggestions and illustrations in two sizes of the

most important items; publicity releases; radio script suggestions; envelope stuffers for charge customers; invitation cards announcing the store as headquarters in the city for the line.

The store display unit which Cresca designed embodies the quaint charm of yesteryear as well as the products it displays. It is a Buttery, inspired by the well-stocked pantry of the Colonial home. Cresca supplies the retailer with the design and instructions for making the Buttery from knotty pine, suitable to the stores' own needs.

Macy's in New York, for instance, built a four-sided Buttery with ample space for displaying the products on open top shelves and for stocking containers on the bottom, closed shelves. In addition the store placed a portable Buttery in its restaurant, stocked it with Early American Savories, and offered samples of the foods to its restaurant patrons. Kaufman's in Pittsburgh also built two Butteries, one for its food department and a second for a main floor display.

Other stores have copied their Butteries for window displays and added such "period piece" touches as old-fashioned cooking utensils, early American antiques or reproductions, in furniture, and open hearths. Quite a few, in introducing the products to their customers, dressed their salesgirls in kerchief and caps. Others have built dramatic tie-ups with the products around such typically American days as Thanksgiving and Columbus Day.

Suppliers of the materials for Cresca's extensive Early American packaging job are Foster & Cross, paper boxes; Robinson Clay Products Co., pottery; Western Stoneware Co., snap clamps; Stecher-Traung Lithograph Co., labels and paper wraps; Robert Gair Co., folding boxes; Sylvania Industrial Corp., transparent materials and viscose closures; Mundet Cork Corp., corks; Shellmar Products Co., Pliofilm pouches; Goodyear Tire & Rubber Co., Pliofilm; Hazel-Atlas Glass Co., vinegar bottles; Owens-Illinois Glass Co., spice jars and caps.



Macy's portable sampling Buttery.

jellies, preserves and conserves are miniature copies of half-gallon crocks with a delft blue design which had belonged to a family of Dutch settlers on Staten Island. The chest in which four bottles of vinegar are packed takes its design from a field chest used during the Revolutionary War to carry liquids, potions and surgical accessories to the battlefields. The seafood casserole containing such foods as jambalaya and creole gumbo are brown crocks embossed with the Federal American Eagle, come from the deep South and illustrate the French creole influence in Early American cookery.

Even the labels on the crocks and the paper in which canisters and boxes are covered are inspired by the times. They are modern adaptations of labels found on old grocery and drug products, gaily decorated with illustrations of the flowers, fruits and vegetables that go into the products. The wrapping paper is soft blue with an all-



In a polished maple spoon tray, Cresca packs six pottery cups of herbs and spices. Both have re-use value.

Macy's window Buttery takes its background figures from the paper in which Early American Savories are wrapped.





# Packages Women Like—and Dislike: A New Sales Management Survey

Do you want to know how you can dress your product to win greater preference for it in the market? Women in eleven cities tell you. They hurl roses and eggs freely in answer to questions asked by Ross Federal investigators.

Part III of a report in three parts

BY A. R. HAHN

Managing Editor, SALES MANAGEMENT

(In Parts I and II of this survey—SM, February 15 and March 1—we presented a quick summary of the findings and reported specifically on the results to questions about packages and closures women like and dislike, various consumer attitudes toward tin and glass containers, consumer habits in storing foods, and products women want in smaller and larger packages. Please refer to the introduction to Part I and to the editorial note which accompanied it, for a complete understanding of the material which appears here.—THE EDITORS.)

**T**HE survey findings we are reporting are based on interviews with 1,002 women in 11 cities.\* Field work was done by Ross Federal Research Corp., in late November and early December. This study is one of a series of continuing research projects dealing with packages and containers, which SALES MANAGEMENT has sponsored since 1936.

First questions in this section of our report deal with glass containers:

\*Des Moines, Memphis, New Orleans, Denver, Syracuse, Buffalo, Portland (Ore.), Charlotte, Salt Lake City, Albany Oklahoma City.

**QUESTION 11:** Do you save glasses, bottles, and jars for such foods as mayonnaise, olives, cheese, etc., after they are empty? (Check) Save all.... Save some.... Save none....

If you have checked "save some," what per cent of the total glasses you get do you save? ....%

## SUMMARY

Save all .....	203
Save some .....	731
Save none .....	68
Per cent saved:	
1—20% .....	146
21—40% .....	156
41—60% .....	255
61—80% .....	121
81—100% .....	235
No answer .....	21

**CONCLUSIONS:** Women like to save glass containers for storage of other foods and for home canning purposes *provided* the container isn't too tall and narrow (inconvenient for any purpose), and *provided* it has a re-sealable top. The fact that glass containers originally equipped with anchor tops cannot be re-used is a source of much

annoyance to huge numbers of housewives.

**QUESTION 12:** Do you find that you get so many of these glasses on hand that you hesitate to buy more because you dislike the idea of throwing away the container? (Check) Yes.... No....

## SUMMARY

Yes .....	88
No .....	892
No answer .....	22

**CONCLUSIONS:** Apparently the theory entertained in some quarters that this is a source of sales resistance to products packed in glass, is unfounded.

Some glass industry executives have been inclined to rue the day when they spent so much time and effort selling women on the fact that glass containers are re-usable. Now, some of them feel, they'd like to encourage women to throw away glasses as casually as they discard tin cans. We wonder, however, in the light of this survey, whether it wouldn't be easier for the glass industry to swim with the tide than against it? If women like to keep glass, why not bend efforts towards giving them the kind of container they value for re-use—one that has a lid that can be re-used, and is the right size and shape for convenience?

**QUESTION 13a:** Do you store partially used foods in their original glass containers?

(Check) Yes.... No....

Yes .....	912
No .....	52
No answer .....	8



Two-thirds of the women interviewed are stepping up their purchases of staple foods in transparent packages—for a number of excellent reasons listed under Question 16. Which does not mean that the transparent paper people have yet cornered the staples market... again see Question 16.



**QUESTION 13b: Do you store partially used foods in their original tin containers?**  
(Check) Yes.... No....

Yes ..... 28  
No ..... 965  
No answer ..... 9

**CONCLUSIONS:** See how the replies to these two questions check out with the heretofore emphatically expressed fear of the consequences of leaving food in tin?

**QUESTION 14: What type of closure (top, stopper, lid, etc.) do you prefer on glass containers?**

....Anchor top you pry up.  
....Screw tin lid. ....Screw plastic lid. Other? Please identify....

#### SUMMARY

Anchor tops ..... 79  
Screw tin lids ..... 500  
Screw plastic lids ..... 466  
No answer ..... 5  
No preference ..... 8

Others:  
Self-sealing anchor with a wire "lift" 11  
Mason jar lid, glass lined ..... 5  
Clamp-down glass top ..... 12  
(Note: A few women indicated no preference between screw plastic and screw tin lids, voted for both—which accounts for apparently over-size total.)

**CONCLUSIONS:** Here we check out on the overwhelming preference for screw caps. Since screw plastic lids are still relatively scarce (quite a few women said they'd never seen one), the showing they made here is unusually fine. Prophecy: In our next survey they can be expected to show another jump in popularity.

**QUESTION 15: Do you shop at a grocery store or market that offers such products as prunes, puffed wheat, beans and macaroni in all-over transparent wrappings?**

Yes ..... 943  
No ..... 56  
No answer ..... 3

**QUESTION 16: Do you buy foods packed in all-over transparent wrappings more frequently now than you did six months ago? Why?**

YES ..... 644

Reasons "Yes":

More on the market now ..... 232  
Can see what you're buying ..... 231  
Cleaner, more sanitary ..... 87  
Cheaper ..... 48  
Looks more appealing ..... 45  
Surer of freshness ..... 41  
Package easier to dispose of ..... 6  
Can tell when contents of package are low ..... 5

NO ..... 341

Reasons "No":

Unsatisfactory to store ..... 34  
Wraps tear too easily ..... 24  
Prefers boxes ..... 22  
Loyal to known brands ..... 17  
Unsanitary ..... 11



**Rogue's Gallery of Types of Packages Women Dislike:** Transparent wrappings which tear and spill the contents; tin cans to be key-opened—the tin strip often tears before the can is open; unstable bottles, which tip over; and three types of packages which are unsanitary—not to mention unattractive—because after they're opened they can't be properly closed.

Foods lose flavor ..... 10  
Never saw any transparent wraps .. 7  
Buys over telephone ..... 4  
No answer ..... 17

**CONCLUSIONS:** The trend toward more aggressive merchandising of foods packed in all-over transparent wraps is steadily strengthening. This type of wrap is tremendously effective in stimulating impulse purchases and it has resulted in bringing out into open display many a product, such as peas and beans and rice and popcorn, which heretofore had been mostly out of sight and out of mind.

Much of the food that is sold in transparent wraps is, of course, unbranded. Others carry brand names of local wholesalers which may or may not be very well known. At any rate, few women could remember any brand names in connection with purchases made recently of foods in transparent wrappings.

National brand manufacturers who pack any type of food which can be paper-wrapped are justifiably worried over future developments in this connection. This is what seems to have happened: Many women have for years been purchasing, let us say, a standard nationally advertised brand of packaged rice, such as Comet. The brand name, long known to them through advertising, is their guarantee of uniform and acceptable quality; the package is their guarantee of cleanliness. Now a new type of packaging is cancelling out both these reasons for their preference of packaged Comet rice: It cancels the need for confidence

in a name through giving their own eyes the full opportunity to see the product and judge its quality for themselves. And it meets the demand for cleanliness by the use of a wrap which removes the product from the criticisms to which bulk goods are subject, and at the same time has such an appealing look of neatness and all-around smartness that the question of sanitation no longer arises.

However, not all the chips are on one side of the table. In connection with Question 1 we pointed out that while women like the eye appeal of transparently wrapped merchandise and admittedly are purchasing more and more of it, they have discovered that these packages are often unsatisfactory after they get to the kitchen because many of them split and spill easily, and almost all of them have to be emptied into tin or glass containers for storage purposes. It's quite conceivable that improved board containers—say rice boxes with a spout such as the new Comet box now embodies—may, through their added convenience features, wean women back. The tide of this battle between board and glass and transparent wraps and tin is being affected almost continuously by new ideas that are germinating in the research laboratories—ideas that are being developed to meet just such demands as those embodied in the comments of the 1,002 women who contributed to this survey.

**QUESTION 17: Do you prefer all-over transparent type of packaging**

against the cardboard box or the box with a transparent window in it?

(Check) Yes.... No.... No preference....

#### SUMMARY

Yes .....	415
No .....	241
No preference .....	333
Yes, if the wraps are substantial enough for storage .....	13

**QUESTION 18:** Name any products you've bought within the last several weeks in all-over transparent wrappings.

#### SUMMARY

(See Table IV, below.)

**CONCLUSIONS:** Most frequently purchased type of product: Dried fruit. Second and third in line: Dried vegetables and macaroni and spaghetti. Total number of purchases reported: 2,580, or an average of two and one-half purchases for every woman reporting.

Table IV

Product	Mentions
Bread .....	31
Cereals	
Cereals (general) .....	37
Puffed Wheat .....	82
Puffed Rice .....	33
Cakes .....	38
Candy .....	46
Cheese .....	17
Cocoa .....	1
Cocoanut .....	41
Cookies .....	72
Corn meal .....	11
Crackers .....	12
Cranberries .....	21
Dried Fruits	
Dried fruits (general) .....	112
Prunes .....	251
Apricots .....	57
Raisins .....	72
Figs .....	25
Peaches .....	30
Dates .....	61
Dried Vegetables	
Dried vegetables (general) .....	8
Navy beans .....	159
Lima beans .....	102
Peas .....	40
Rice .....	216
Soup mix .....	10
Barley .....	4
Grits .....	4
Macaroni and Spaghetti .....	346
Marshmallows .....	76
Meats (Bacon, sausage, etc.) .....	32
Noodles .....	185
Nuts .....	101
Popcorn .....	22
Potato Chips .....	32
Sugar	
Sugar (general) .....	10
Powdered sugar .....	75
Brown sugar .....	84
Tapioca .....	14
Tea .....	1
Vegetables for Salad .....	9

#### Summary of Answers to Question 20

	1c or less	Over 1 thru 2	Over 2 thru 3	Over 3 thru 4	Over 4	Don't Know
No. 1 tall	106	512	65	27	17	275
No. 1 .....	397	296	46	11	3	249
No. 2 .....	6	390	298	89	7	212
No. 3 .....	25	26	292	202	135	322

**QUESTION 19:** We want to know whether housewives like yourself habitually designate the size of can they want by a general term, such as "little", "medium" or "big", or whether you quote the price of the can you usually buy, or whether you ask for the can by its number—the number used by the canning industry. How do you do it?

#### SUMMARY

General term .....	573
Price .....	251
Can number .....	206

(A few designated two ways.)

**QUESTION 20:** According to your best recollection, how many cups of content are in:

- A No. 1 tall can?.....cups
- A No. 1 can?.....cups
- A No. 2 can?.....cups
- A No. 3 can?.....cups

(This question was asked by the investigator either at the time the whole questionnaire was presented, or at the time the questionnaire was picked up if it had been left with the housewife for filling in. No respondent, therefore, had any opportunity to look up the correct answer.)

**CONCLUSIONS:** The answers to this question belong in what the *New Yorker* magazine would designate as the "Department of Utter Confusion." The figures in bold face show the number of housewives whose estimates were in the correct bracket\* for each of the can sizes. The frankly "don't know's" are above 20% in all classifications. Only in the case of the No. 1 tall can were over half of the total number of housewives interviewed right or anywhere near right.

Until the canning industry does something to rationalize its scrambled can-number structure, or until women gain a better knowledge of the meaning of can numbers, it would seem best to move cautiously in the use of such numbers in any advertising or sales

\* The correct contents for each of the can sizes: No. 1 tall: 15 fluid ounces, or  $1\frac{7}{8}$  cups; No. 1 (sometimes called "picnic"):  $9\frac{1}{2}$  fluid ounces, or approximately  $1\frac{1}{4}$  cups; No. 2: 1 pt. 2 fluid ounces, or  $2\frac{1}{4}$  cups; No. 3: 1 pt. 15 fluid ounces, or approximately 4 cups.

promotion literature directed at the consumer. It would also seem advisable for manufacturers of food products sold in cans (and the women's magazines that publish a great deal of material on foods), not to designate recipe quantities by can numbers—or, if the can number is used, to use with it the approximate quantity contained in the can. For example: If a recipe calls for a No. 2 can of some food, it should read, "1 No. 2 can of .... ( $2\frac{1}{4}$  cups)."

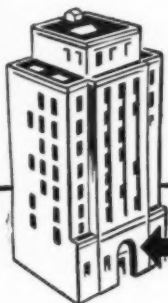
On Armistice Day, 1940, on Station WJZ, I discussed with Nancy Craig on her "Woman of Tomorrow" program, some of the package research work we have been doing on SALES MANAGEMENT. At the close of the program we suggested that we would be interested in hearing from women listeners who had "pet peeves" about packages. The resulting mail proved again that we haven't just been hearing non-existent noises in the underbrush.

After these complaints had been analyzed, we found three old familiar refrains repeating with greatest frequency: Anchor tops, lids of any kind that won't close tightly after once being opened, and packages that spill too easily because they are of awkward shape, unstable, or fashioned of materials which break easily. Another source of annoyance was revealed in the radio mail which hadn't thus far in the formal surveys come out with much emphasis: Women do not like deep, big jars of semi-solid substances such as peanut butter and preserves, which are too deep for the blade of a knife. ("I don't like quart peanut butter jars that are the same length as the knife, so I get oil on my fingers when scraping the bottom of the jar. Also, I wish all jars had standard tops."—Clay, New York. . . . "My pet peeve is tall jam jars that it is impossible to get the jam out of without getting jam on one's wrists."—New York City.)

Just as a matter of interest, let's list, at random, three dozen of the comments from the radio letters: Honest expressions of individual opinions about packages from women whose feelings were intense enough for them to answer a voice on the radio that had

(Continued on page 68)

# It shortens the distance from here...



*Bell System Teletypewriter Service  
to plants and branches puts all  
operations "under one roof"*

- Many manufacturers have found that delays in communication between headquarters, branches and plants can be corrected with the help of Teletypewriter Service!

"Talking in type" is the quick, modern way of transmitting inter-company messages to two or more points—300 yards or 3000 miles away. As you talk back and forth, it reproduces every word exchanged, *in typewritten form*. Accurate as the written word, it is today's answer to fast communication.

Maybe you installed Teletypewriter Service long ago. If your business has grown since then—new plants, new branches far away—perhaps expanded Teletypewriter Service will effect new economies. Why not make sure? A Bell System representative will gladly help. Just call him through your local telephone office.

## to here!



**BELL SYSTEM  
TELETYPEWRITER SERVICE**

MARCH 15, 1941

[ 23 ]



# This Utility Makes Friends—and Partners—Out of Master Plumbers

Does some tradesman or professional man influence buyers for or against your product? Builder, architect, doctor, perhaps? Take a tip from Pacific Gas & Electric's program for winning the good will and cooperation of the plumber. You can earn the active support of these "middle men" if you go about it in the right way.

**I**F a utility decides to put on a campaign to sell householders more gas water heaters—no matter how much the company may spend on advertising, on special inducements, on general promotion—unless the master plumber and his men are sold on the campaign, it is likely to be a total loss. More than this, the year-round cooperation, or at least the good will of the plumbing industry is important to the gas company, for the plumber goes into the home; he is regarded there as an expert.

No utility has realized this fact more fully than Pacific Gas & Electric Co., operating in Northern and Central California. Over a period of years it has worked out a system of cooperation with the master plumbers of California that might be regarded as a model of thoroughness. It is giving returns, not only in increased sales of gas equipment during drives, but in better relationship between the company and the plumbers, both individually and as a group.

The company's relationship with the plumbers is not an isolated activity, but part of a general policy of highly developed public relations extending in a hundred directions, operating wherever retailers touch the utility field, as well as through manufacturers, service clubs, chambers of commerce, trade associations, and other groups. There are very few dealers, businessmen and trade bodies, from the smallest retailer of electric light bulbs to the distributor of expensive gas and electric equipment and fixtures, who cannot be shown that they benefit when the public uses more gas and more electricity and more power.

By a constant and aggressive program of inculcation of this fact the company attempts to make a salesman out of every businessman and dealer, large or small, who would benefit directly or indirectly by increased use of the utility's commodities.

The company's relationship with the plumbers is, however, the closest, most formal and most complete of any that exists between the California utility and other trade groups, having developed over a period of years from a trial and error attempt at cooperation along more or less informal lines to one which in recent years involves a written agreement with the State Association of Master Plumbers and joint

committees and sub-committees for the handling of problems affecting both.

The utility sells gas and electricity; it also sells certain equipment; and it gives service. The plumber sells service, and also sells certain equipment. The activities of the two are interrelated, mutually interdependent to a considerable degree, but there is room for friction, for complaints and misunderstanding. Plumbers can object (and in the past have objected) to the amount of free service the utility might give the householder, on the ground that it takes work away from him.

The merchandising plumber might also regard the gas company as a competitor in the selling of equipment to the consumer. While the California Railroad Commission regulates the activities of the utility, instances may arise where the obligations of the company end and those of the master

If you consider the man at the right just an expert in handling a Stillson wrench, try asking him to install a mail-order bathroom when he's the local agent for Crane or Standard. The master plumber—and the electrical contractor, the builder, the ice man and the coal dealer, to mention just a few others—is just as quick to ask "what's in it for me?" as you and you and you. But show him what *is* in it, and seek his cooperation in making a campaign a success, and you will find—as has Pacific Gas & Electric—that he's as potent in building as in balking sales.

Photo by  
Ewing Galloway





## The Million Dollar Babies in the 5-and-10-cent store\*

You'll find the real million dollar babies in orderly rows on 5-and-10-cent counters.

Cosmetics, toiletries, household needs—they have won their places through sound value and smart, modern packaging.

The last is where we come in. On counters from coast to coast, you see hundreds of products in Owens-Illinois Duraglas and metal containers. We are proud of this, for a 5-and-10 counter is the acid test of the customer-appeal and economy of any package.

If you are launching a new product or come to the

realization that you need a better package for an old one, find out what Owens-Illinois offers. We promise impartial counsel, being the one organization making both glass and metal containers. We can do the whole job—container, plastic or metal closure, and shipping carton. Our Packaging Research Laboratory, largest of its kind in the industry, will help solve any problem of package design, filling and shipping.

Whether you buy in cases or carloads, let an Owens-Illinois representative tell you about our service. There is an O-I branch office near you.

\*Used by permission of  
Jerome H. Remick & Company

# OWENS-ILLINOIS

*Packaging Service*

GLASS CONTAINERS • METAL CONTAINERS • CLOSURES • SHIPPING CARTONS

Owens-Illinois Glass Company, Toledo • Owens-Illinois Can Company, Toledo  
Libbey Glass Company, Toledo • Owens-Illinois Pacific Coast Company, San Francisco



*"It kinda makes me homesick for one of our old sales meetings!"*



plumber begin. These apparently small troubles can build up a lot of ill will if not handled tactfully.

The company, therefore, has two main issues on which the friendly attitude of the plumbers is essential: Sales promotion and service. One is seasonal, the other constant.

For the maintenance of year-round harmonious understanding between plumbers throughout California, and the utility and its branches, a state committee with district and regional sub-committees is set up, the whole working under a written agreement. The agreement, jointly worked out, covers the obligations of the two factors, general relationship, classification of services and sales policies of the utility in relation to the plumbers, with machinery for the rapid hearing and adjustment of any grievance.

Pacific Gas & Electric works directly with the Northern California section of the Steering Committee of the State Association of Master Plumbers of California. The number serving on the committee varies from year to year. During 1940 15 master plumbers served on the Northern California Committee, with three representatives from the utility. When campaigns are being discussed, representatives of equipment manufacturers are added. Ten of these served in 1940. (Slightly smaller committees may act during 1941.)

Under the main joint committee are sub-committees known as Local Conference Committees. Master plumber members on these latter are appointed by the president of the State Association of Master Plumbers, utility representatives chosen by the company. On these local committees, two or three plumbers will serve, along with an equal number of representatives of the utility.

The committees meet at stated intervals to discuss problems of mutual importance, to iron out grievances, and to plan action on sales drives or discuss sales policies. Meetings may be called for the rapid adjustment of misunderstandings on matters of service or selling. Flexibility is maintained, with rapidity of adjustment on disputed matters paramount.

Among the points on which agreement has been reached are: Utility service men no longer give plumbers any reason to complain of infringements on their rights; it is understood that no company service man will ever undertake any installation job, even though the company sells the equipment to the householder, and that no regular plumbing job, however small, will be done by the company service man. Company service men finding that repairs or general plumbing work are required, advise the householder to call a registered plumber. On installations or wherever piping is re-

quired, the same recommendation is made. Furthermore, until the piping in a house or apartment has been approved by the city plumbing inspector, the utility will not permit its service men to set a meter.

On the company's annual gas water heater drives the master plumbers are invited to run the show. In the words of an executive of the utility: "When campaigns of this kind are put on, we believe we should let the major factor in an industry suggest the direction and guide it." (In gas stove drives, department stores and stove dealers are the cooperating factors; in lamp or electrical appliance drives, the dealers in those fields.)

The company recognizes that water heating centers around the plumber. Between 60 and 70% of the gas water heaters sold are sold through the plumber and his journeymen. The utility itself does some selling in this field, and there are other factors such as chain stores and mail order houses, but the latter are not very important. As a strategic move in relation to the master plumbers who constitute the major factor here, the chain and mail order people are not brought into the picture when water heater drives are being planned. The plumbers don't like them.

### Plumbers O.K. Every Step

When the annual gas water heater campaign is on the table, the utility goes to the senior ranking master plumber who appoints a committee of master plumbers. These meet with the utility men and details of the proposed drive are outlined and discussed. A little later the gas water heater manufacturing group is brought in.

At preliminary meetings the following points are taken up: (1) Time of the campaign. (2) Duration. (3) Type of sales inducement to be offered the consumer (discount; trade-in allowance). (4) If an allowance, how much, on what shall it apply (on all kinds of gas water heaters or only on certain classifications, and on what price of new heater the allowance shall be made) apportionment of cost of such allowances or discounts. (5) Type of promotional media and advertising to be used; responsibility for costs. On all of these points the master plumbers' advice, suggestions and guidance is sought and nothing is decided upon or put into effect unless the plumbers approve and have sufficient enthusiasm for the campaign when it is worked out to pass on that enthusiasm to their own men and enlist them as merchandisers of its features.

The 1940 gas water heater cam-

SALES MANAGEMENT



# NEW 1941 CHEVROLET

*Yes, Indeed-on  
all counts-you'll say*

**"FIRST  
BECAUSE IT'S  
FINEST!"**

GIVE LOW-PRICED CARS THIS "QUALITY QUIZ" AND YOU'LL CHOOSE CHEVROLET!

	CHEVROLET	NO. 2 CAR	NO. 3 CAR
90-H.P. ENGINE	YES	NO	NO
CONCEALED SAFETY-STEPS	YES	NO	NO
VACUUM-POWER SHIFT AT NO EXTRA COST	YES	NO	NO
BODY BY FISHER WITH UNISTEEL TURRET TOP	YES	NO	NO
UNITIZED KNEE-ACTION	YES	NO	NO
BOX-GIRDER FRAME	YES	NO	NO
ORIGINAL FISHER NO DRAFT VENTILATION	YES	NO	NO
TIPTOE-MATIC CLUTCH	YES	NO	NO

**ONLY CHEVROLET  
HAS ALL THESE QUALITY FEATURES**

**1ST IN STYLING**

*among all biggest-selling low-priced cars*

**1ST IN ACCELERATION**

*among all biggest-selling low-priced cars*

**1ST IN HILL-CLIMBING**

*among all biggest-selling low-priced cars*

**1ST IN DRIVING AND**

**RIDING EASE**

*among all biggest-selling low-priced cars*

**1ST IN ALL-ROUND**

**ECONOMY**

*among all biggest-selling low-priced cars*

**1ST IN DOLLAR VALUE**

*among all biggest-selling low-priced cars*

That's why Chevrolet has won first place in motor car sales for nine of the last ten years. That's why people in all parts of the country are showing such a marked preference for the new Chevrolet for '41. . . . That's why . . .

*Again* **CHEVROLET'S the LEADER**

**EYE IT..TRY IT..BUY IT!**

CHEVROLET MOTOR DIVISION, General Motors Sales Corporation, DETROIT, MICHIGAN

paign is typical of such drives and the method of cooperation with the plumbers in planning and conducting it.

On the plumbers' advice, the date of the 1940 campaign was set for May 1 to June 30—a two-month period. The territory to be covered was roughly from Bakersfield north over the state—the territory of Pacific Gas & Electric.

The sales inducement decided on was a \$12 allowance for the campaign period on turned-in old non-automatic or water-back heaters. There is a standard year-round allowance of \$5 on old water heaters, so the additional \$7 allowance cost was apportioned as follows: The retailer paid the original \$5, the manufacturer paid \$2 of the additional \$7, the utility \$5.

The Joint Committee approved the gas water heaters of 12 major companies for the purposes of the campaign, 53 different heaters being included.

### Decide All Advertising Details

Rules were laid down governing the making of the special \$12 allowance to the consumer, and the means whereby plumbers and the manufacturers were to secure reimbursement.

Details covering cooperative advertising of the three factors (utility, manufacturer, master plumbers), and covering advertising of P. G. & E., were then worked out.

P. G. & E. will normally spend about \$50,000 in advertising and promotion on a campaign of this type. This was the amount allowed on the 1940 water heater drive, and included a special mailing of broadsides as well as extensive newspaper advertising, outdoor, point of sale and various other media.

The details of the 1940 advertising for the gas water heater drive were worked out by the Joint Committee, with plumbers having the determining voice. They suggested or approved the media employed and the advertising approach.

Advertising in all media was paid for by the utility, with the Gas Appliance Association handling details. The company set aside a fund of \$2,500 of its campaign budget, however, to be matched by like amounts for co-op advertising by the plumbers and by the manufacturers and wholesale distributors of gas water heaters. Company proviso was that the co-op ads appear in newspapers and be devoted exclusively to the qualifying gas automatic water heaters chosen for the drive.

Cooperative advertising must run in daily or weekly newspapers which

carry the company's schedule or advertising (located in cities and towns served with gas by P. G. & E.) with shopping news types of publications excluded. Certain rules for tying in the dealer cooperative advertising with the campaign were worked out and accepted.

This year, plumbers ran more supporting advertising than ever before, particularly in the San Francisco area, and it is significant that where plumbers did most tie-in advertising, campaign sales were highest.

The company agreed with the plumbers to run a heavy supporting advertising campaign, using daily and weekly newspapers throughout its territory. Every important newspaper in Northern and Central California was included in the campaign. Accompanying reading notices and editorial support was assured by a company-directed release of a cleverly prepared clip sheet containing a wide variety of editorial matter directly or indirectly touching on gas water heating.

During the month of May, the company also put up 305 outdoor posters in the same territory, featuring the agreed-on gas water heater sales offer.

Stickers on P. G. & E. bills carried the campaign message into some 500,000 homes.

Every master plumber received a color broadside announcing and outlining the campaign and indicating plumber tie-in activity.

All master plumbers also received free for their own use, bill stickers, automobile bumper strips to place on their cars and trucks, supplies of blotters to distribute to customers, and attractive window and store display cards to feature in their places of business during the campaign.

### Plumbers Furnish Prospects

Master plumbers' part was to carry the campaign to their clientele in any and every way that they could devise and collectively and individually to do as good a merchandising job as they were able. With the aid of the utility, mass meetings of master plumbers and journeymen were held with the object of winning the support of the men on the job. Merchandising principles were inculcated and sales technique and strategy explained.

They were also encouraged (this is a continuous year-round activity) to make notes of prospects for gas water heaters when going into homes on repair or other plumbing jobs, and to build a card file of such prospects to be used in the annual campaigns. More and more of the merchandising-minded plumbers are doing this, utility executives say. The problem is to train

the journeymen to be sales-conscious. Every means is taken by the utility to help master plumbers accomplish this, even to the establishment of classes in selling.

All P. G. & E. advertising and promotion material features the line: "See your dealer or this company." In the words of a company man: "With the selling stage thus set, with every piece of advertising advising 'See Your Dealer,' it is up to the smart plumber to say, in his own publicity and advertising, 'Here I am' in appropriate media in his own community."

This is being done more and more since the cooperative activity of the company with the plumbers was devised. The best job of tie-in advertising ever done by any master plumbing group was put on by the San Francisco plumbers in connection with the 1940 gas water heater drive. The entire city was covered with an intensive newspaper campaign that brought the name of every master plumber many times before his community in the period of the two-month drive, connecting it with the campaign.

### Sales Prove Campaign's Value

The campaign sales increase for the entire territory was 14.8%. San Francisco, where master plumbers' supporting campaign was most enthusiastic and intensive, showed a sales gain for the campaign period of 18.5%. The year-round benefits of the cooperative activity are even more interesting. Gas water heater sales, according to figures compiled by P. G. & E. are up 28% for Northern California in 1940. The increase for San Francisco is 38%.

Customer verification forms were used during the drive as a check on sales and these were carefully analyzed. O. R. Doerr, general sales manager of P. G. & E., reporting to the trade on campaign results, said:

"The total gas automatic water heater sales made during this campaign show an increase of 1,070 units or 14.8% over the 1939 campaign results. The 2,166 allowance qualifying water heaters that were sold during this period exceeded the 1939 accomplishment by 32 units. The large increase in total sales over 1939 as compared to the small increase in campaign qualifying sales seems to be tangible evidence of the value of a campaign of this type as a general stimulant for the entire gas water heater market."

On the cooperative activity aimed at year-round plumber support and friendly relations, the company expresses itself as very well pleased with the results of the system it has worked out.

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# BOOM





# Goin'

## BOOM

In aircraft building . . . a market that tripled itself during '40, and has only begun to feel the real surge upward — a metal working market, covered where counts most by The Iron Age

## BOOM

In machine tool making . . . already swelled to 4 or 5 times its normal load, and expanding daily . . . another rich metal working market blanketed by subscriptions to The Iron Age.

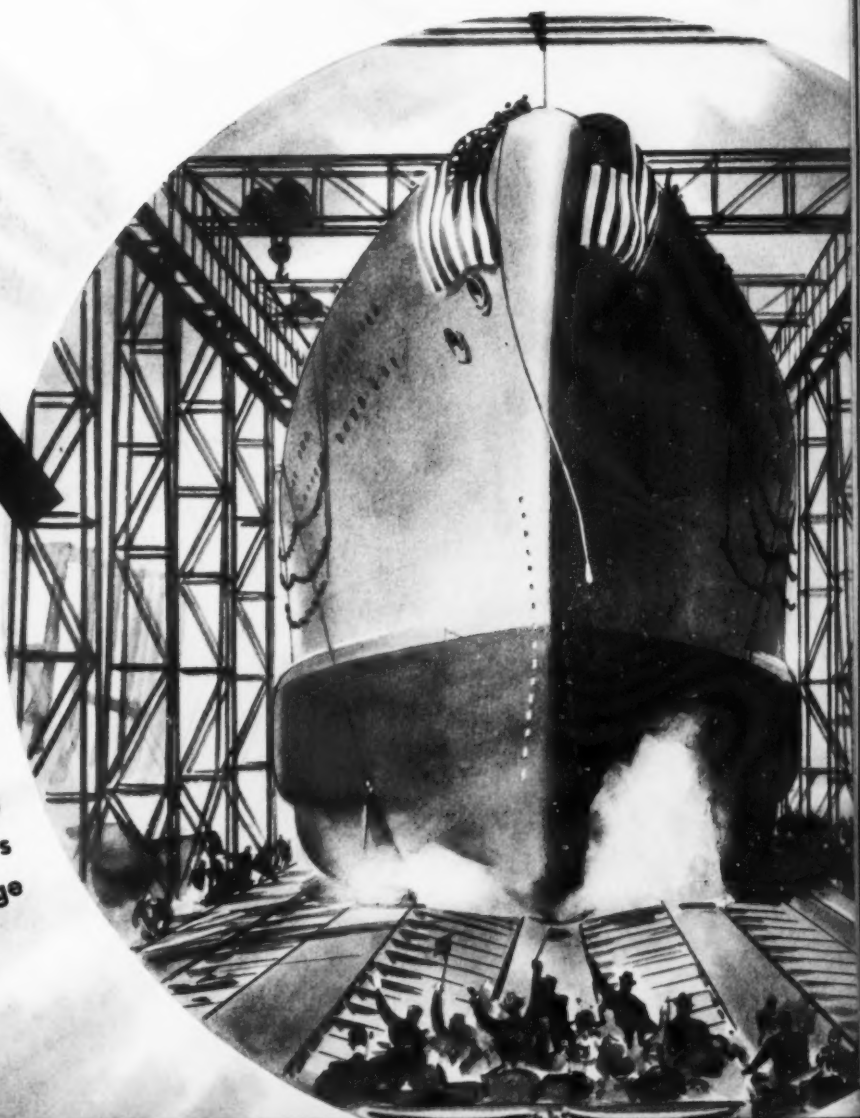


# Great Guns

Wherever the metal working business booms, The Iron Age is goin' great guns... supplying market data, technical studies, news of new methods and products to the key men who specify and buy.

## BOOM

In shipbuilding ... unprecedented expansion ... biggest buying ever and almost 100% a metal working proposition, from hull plates to pans for the captain's mess. That means Iron Age subscribers.



# BOOM

IN IRON AGE CIRCULATION . . .  
more gain in 1940 than any other metal  
working publication . . . now at an all-time  
high . . . and PAID

# BOOM

IN IRON AGE ADVERTISING . . .  
4315 pages in 1940 . . . more than any  
other industrial magazine . . . proof  
of value to advertisers.

First in its field . . . a field that is now first in the world . . . The Iron Age is doing a bang-up job of serving both readers and advertisers to their mutual advantage. Small wonder, then, that The Iron Age and Iron Age advertisers are goin' great guns!

# THE IRON AGE

A Chilton ① Publication

100 East 42nd St., New York



# How Much Protection Are the Fair Trade Acts?

Legal complications galore are besetting those whose price structure rests on price maintenance contracts with retailers. Until the courts clear some of the dockets, the direction of future trends in fair trade will continue to be hazy.

BY

GILBERT H. MONTAGUE

*Of the New York Bar*

Manufacturers who believe in price maintenance, and who have signed contracts under existing Fair Trade laws, seem to be in for a stormy period ahead. In Administration circles emphasis is being placed on lower prices, and not only the Anti-trust division of the Department of Justice, but other Federal bodies can be expected to "crack down" on any and all movements which seem to raise prices to the consumer.

Ever since the subject of price maintenance was first raised, Gilbert H. Montague of the New York Bar has acted as an advisor and consultant on the subject. Here he points out the many recent decisions which may be headaches for advocates of Fair Trade.

**T**ODAY the Fair Trade Acts are the foundations of so many price structures in retail trades that any weakening of these foundations must be a matter of great concern to retailers, wholesalers and manufacturers.

Recent history teaches us that after any great war it is the losers who begin to prepare for a new war, and that they prepare with new strategy and new weapons, while the victors of the last war, if they prepare at all, prepare only with the old strategy and the old weapons of the last war.

Is something like this now happening to Fair Trade?

Here are some of the Fair Trade Act questions that are now being litigated in various state courts:

Can the remedies under the Fair Trade Acts be invoked by persons who are not parties to contracts under these Acts?

Can these remedies be invoked by persons owning no property interests in the trade-marks of the articles mentioned in these contracts?

Can persons owning such property interests join with other persons owning other property interests in these trade-marks in a suit to invoke these remedies?

Can persons owning property interests in a trade-mark join with others not owning such property interests in a suit to invoke these remedies?

Can the remedies under the Fair Trade Acts be defeated if no damage is shown?

Can these remedies be defeated if only one violation is shown?

Can these remedies be defeated if a widespread price war is shown?

Can these remedies be defeated by showing that there has been long delay in invoking these remedies?

Can these remedies be defeated by showing that they have not been invoked against one's competitors?

Can these remedies be defeated by showing that the parties invoking them have permitted reductions on combination deals?

Can these remedies be defeated by showing that the person invoking them is engaging in false advertising?

How much other misconduct or inconsistent conduct by the person invoking these remedies will suffice to defeat them?

Last November the Federal Trade Commission ordered 16 distillers, liquor importers, liquor wholesalers, and liquor retailers in California, and a wholesale association and a stabilizing bureau with which they were affiliated, to desist from any contract, agreement or understanding to maintain resale prices, discounts or mark-ups, or to report anyone not observing these resale prices, discounts or mark-ups, or to exert pressure on anyone to maintain the resale prices, discounts or mark-ups, or to threaten loss of orders or supplies to anyone if he fails to co-operate in this merchandising policy.

Trial is now proceeding on similar charges by the Federal Trade Commission against a number of liquor package store associations in New

York, New Jersey, Connecticut and Massachusetts.

The Department of Justice is now investigating the drug industry.

Some in the drug industry feel confident that with the Fair Trade Acts and the Miller-Tydings Act on the statute books the Department of Justice can do nothing that can weaken the price stabilization which the drug industry has erected on these Acts.

Except for these Acts, no price stabilization would be possible, for the Supreme Court has held that any combination or agreement having the purpose and effect of stabilizing the price of any commodity in interstate commerce is illegal *per se*, and that it is immaterial if such stabilization brings about reasonable prices or even lower prices.

"Ruinous competition, financial disaster, evils of price-cutting and the like appear throughout our history as ostensible justifications for price-fixing," the Supreme Court has declared. "Any combination which tampers with price structures is engaged in an unlawful activity. Even though the members of the price-fixing group were in no position to control the market, to the extent that they raised, lowered, or stabilized prices they would be directly interfering with the free play of market forces."

## Means Employed Immaterial

"The machinery employed by a combination for price fixing is immaterial," continued the Supreme Court. "Under the Sherman Act a combination formed for the purpose and with the effect of raising, depressing, fixing, pegging, or stabilizing the price of a commodity in interstate or foreign commerce is illegal *per se*."

Facing the chill atmosphere of this Supreme Court decision of last May, any lawyer advising anyone in the drug industry must regret that the limiting and qualifying clauses of the Fair Trade Acts and the Miller-Tydings Act have left open so many questions which the Department of Justice may feel constrained to litigate with the drug industry.

Fair Trade Acts protect only trade-marked articles, and the theory on which the Acts were drawn, and on which they have been upheld by the Supreme Court, is that their "primary aim," to quote the Supreme Court, "is



"Hey, darling, I'm an account executive for a rat poison!"



to protect the property—namely, the good will—of the producer, which he still owns. The price restriction is adopted as an appropriate means to that perfectly legitimate end, and not as an end in itself."

This, the Department of Justice may contend, leaves no room under the Fair Trade Acts for any retailer or any wholesaler to threaten a manufacturer, in writing or orally, expressly or by implication, directly or indirectly, with loss of orders if he does not make contracts under a Fair Trade Act. On this point, the Department of Justice can quote from the Supreme Court, that the Fair Trade Act merely "permits the designated private persons to contract with respect thereto. It contains no element of compulsion, but simply legalizes their acts, leaving them free to enter into the authorized contract or not as they may see fit."

Fair Trade Acts protect only trademarked articles that are "in fair and open competition with commodities of the same general class produced by others." On this point, the Federal Trade Commission is now contending that Eastman Kodak Co., in respect of some of its patented products, cannot make contracts under a Fair Trade

Act. On this point, therefore, the Department of Justice may feel constrained to contend that the Fair Trade Acts afford no protection on many items, prices of which are now stabilized by contracts made under the Fair Trade Acts.

Fair Trade Acts provide that they shall not apply to contract or agreements, between producers, or between wholesalers, or between retailers, as to sale or resale prices.

This also, the Department of Justice may contend, leaves no room under the Fair Trade Acts for any form of cooperative action between wholesalers, or between retailers, to threaten a manufacturer, in writing or orally, expressly or by implication, directly or indirectly, with loss of orders if he does not make contracts under a Fair Trade Act.

Through these openings, afforded by these limiting and qualifying clauses in the Fair Trade Acts, and pushed on by the Supreme Court's sweeping condemnation last May of all forms of price stabilization even at reasonable or lower prices, the Department of Justice may feel constrained to attack all forms of cooperative action between wholesalers, or between retailers, which in any way relate to con-

tracts under the Fair Trade Acts, or to any price or any term in any such contract, or to any revision or any change of any price or any term in any such contract, or to any system for approving or reviewing any such contract.

Similarly, the Department of Justice may feel constrained to attack any form of cooperative action, in writing or orally, expressly or by implication, directly or indirectly, between wholesalers, or between retailers, to exert any pressure or inducement to any manufacturer to make contracts under a Fair Trade Act, or to exert any pressure or inducement upon any wholesaler or any retailer to abide by any price or any term contained in any contract under a Fair Trade Act.

Similarly, the Department of Justice may feel constrained to attack any form of cooperative action between wholesalers, or between retailers, to report to a manufacturer any violation by any wholesaler or any retailer of any price or any term of any contract under a Fair Trade Act, or to police in any way any of the operations of any such act.

In the famous case of *Shylock v. Antonio*, reported by William Shakespeare in "The Merchant of Venice," it will be recalled that Portia ruled that while Shylock's bond entitled him to a pound of flesh, it did not entitle him to any of Antonio's blood.

Was Portia a smarter lawyer than Assistant Attorney General Thurman Arnold and his 200 lawyers in the Anti-trust Division of the Department of Justice?

When Portia construed Shylock's bond, was she any stricter constructionist than the Supreme Court of the United States may prove to be, if and when the Supreme Court has to define how much price stabilization is permissible under the Fair Trade Acts?

## New Books Recommended for Marketing Men

"General Accounting," by Finney. Published by Prentice-Hall, Inc. Price \$5.35.

"Marketing Policies," by Hugh E. Agnew and Dale Houghton. Published by McGraw-Hill Book Co. Price \$4.

"The Encyclopedia of Creative Thought," Published by Maxwell Droke. Price \$5.

"Methods of Sales Promotion," by Kenneth S. Howard. Published by McGraw-Hill Book Co. Price \$2.25.

"Sales Management Guide," by Herman C. Nolen. Published by National Wholesale Druggists' Association. Price \$1.

"Sales Control by Quantitative Methods," by R. Parker Eastwood. Published by Columbia University Press. Price \$3.50.

"Money in Exports," by Walter Buchler. Published by Useful Publications, London. Price \$3.

"Efficient Management of the Sales Organization," by Deveneau, Lester, Tosdal, Chapman, Cowan. Published by the American Management Assn. Price \$1.25.

SALES MANAGEMENT

# BIG THINGS are happening in the 49<sup>th</sup> State



You can File and Forget phrases like "business activity" and "sales potentials"—the 49th State has hit the **INDUSTRIAL JACKPOT!** Take a quick look at this busy section! The 20 Million Dollar Military Training Camp at Rolla, is just ONE project in a group totaling more than 200 Millions of Dollars!

## So What?

Just this: Here's an important new market, spending important new money. Here's Opportunity, with a capital "O"—don't let it bruise its knuckles knocking at *your door!* Use the St. Louis Globe-Democrat to *reach out* into the 49th State with your message—it's the only St. Louis newspaper that even claims to cover this **PLUS** market. In 303 important surrounding towns, 50% or more of the families read the Globe-Democrat regularly!



### This is THE 49<sup>TH</sup> STATE

- A compact market of active, money-spending people living in
- 87 counties in Eastern Missouri and Southern Illinois where
- Combined annual retail sales reach almost 500 millions of dollars

With The Globe-Democrat You Get

*all this  
and St. Louis, too*

# St. Louis Globe-Democrat

The NEWSPAPER OF THE 49<sup>TH</sup> STATE

MARCH 15, 1941

[35]



# New Products and Markets

[From technical journals, bankers, company reports and other sources come these items that spell OPPORTUNITY]

Some years ago, an interesting book called "The Plastic Age" was on the market. Though it was entirely fictional, and, of course, had nothing to do with plastics, the title comes to mind as descriptive of the **great new era now being entered by these synthetics**. No more than a decade ago, the industry was simply one of gadgets, toys and various knickknacks. Now, catapulted into the limelight by defense program needs for metal replacements, the industry and its affiliated products are doing a business of half a billion dollars, with prospects of attaining a billion dollar volume by the end of another decade.

As shortages of zinc, aluminum, magnesium, tin and chromium grow, pressure on the plastics industry for suitable replacements rises. The automotive industry in 1942 and nearby years is likely to be plasticized as never before; the various "shiny" parts—radiator grilles, headlight borders, door handles and similar objects—will be broadly replaced by plastic to free metal for armament requirements. Automobile doors, aircraft parts, refrigerator bodies, vacuum cleaner frames, parts for musical instruments, typewriters, washing machines, building materials and numerous other products will be all-plastic. The synthetic will run invisibly through the interior of tanks, battleships, submarines, and it will be seen in gas masks, parachutes, gunstocks, shell casings.

Many of the gains the industry will make under the defense program, moreover, are likely to be permanent, which means that the big new growing plastic market will comprise increasing proportions of the large chemical companies' aggregate business. Some of the biggest producers include du Pont, Union Carbide & Carbon Corp., Monsanto Chemical, Dow Chemical, American Cyanamid, Commercial Solvents, Hercules Powder, Eastman Kodak and U. S. Industrial Alcohol. Some of the leading 100% plastics producers are Catalin Corp. of America, Celluloid Corp., Continental Diamond Fibre, Durez Plastics & Chemicals, Formica Insulation and Richardson Co.

\* \* \*

A new lacquer, for use on metal surfaces, is able to produce a **hammered effect**. "Hammer-tone," made by Maas & Waldstein Co., Newark, N. J., is applied with a spray gun.

[36]

After five years of research, American Rolling Mill Co., Middletown, Ohio, has developed a **new railroad passenger car wheel**, aimed for the growing high-speed-service market. Product is reported to have an extra margin of safety and durability.

\* \* \*

New textile markets are expected to be opened by Levy Bros. & Adler, Rochester, N. Y., who have developed an interliner composed of ground cork glued to a light cloth. Used in overcoats, this fabric has strong wind resistance and is said to be waterproof.

\* \* \*

Important to the currently very busy **brass plating** trade is du Pont's new electroplating process reportedly two or three times as fast as older processes.

\* \* \*

The **vacuum cleaner industry** has an important product in Black & Decker Mfg. Co.'s (Towson, Md.) new machine, which draws or blows 60 cubic feet of air a minute. A new adjustment enables removal of excess moisture from rugs after wet-cleaning.

\* \* \*

Declining wool supplies may ultimately be alleviated by the important new discovery of Imperial Chemical Industries, New York City, which has a process of converting waste peanut meal into **artificial wool**.

\* \* \*

The proposed **dirigible line** between Miami, Fla., and Rio de Janeiro would be the biggest development in years in lighter-than-air craft. Good-year Tire & Rubber's zeppelin subsidiary would build the ships.

\* \* \*

New wrinkle in the printing industry: Hercules Powder Co. (Wilmington, Del.) has developed an **ink impregnated with chlorinated rubber**, which is expected to find extensive use in merchandising labels, etc.

\* \* \*

The trend of several years past of broadly diversifying products has been halted in some instances this year, with the thought of **broadening markets on specific products**, witness Nash-Kelvinator, which is dropping its washing machine and ironer lines, though keeping other household products, such as electric refrigerators and ranges.

\* \* \*

The young **Diesel industry** opens new markets by its entry into the fast freight field on the Atchison, Topeka

& Santa Fé lines. General Motors' Electro-Motive Corp. is leader in this field.

\* \* \*

"Popliteal" may do for the seating industry what "BO" did for the soap industry; American Seating Co. Grand Rapids, Mich., is endeavoring to make the public "popliteal" conscious in connection with promotion of their new **Feather-Foam-Front seats**. The popliteal is the back section of the leg extending behind the knee joint.

\* \* \*

The public not only will be dancing the Conga this spring; it will be drinking the **Konga soft beverage**. Maker: Konga-Garbo Corp., New York City.

\* \* \*

United Aircraft's purchase of the **Sikorsky helicopter** implies plans to promote this flying machine after the war fever subsides. The company is studying ways of improving the machine and increasing its speed to advance demand potentialities. While easily maneuverable, it is said to have a relatively slow forward speed.

\* \* \*

New developments and markets in the paint industry continue: B. F. Goodrich, Akron, Ohio, has a **synthetic-rubber base paint** (called Koroplate) for metal surfaces. It obviates corrosion caused by brass, nickel, zinc and tin-plating solutions.

\* \* \*

The Porto Bomb Shelter Co., New York City, has developed a new, compact, **easily maneuverable shelter**, retailing for \$250, F.O.B., N. Y.

\* \* \*

Important development in the oil industry is Standard Oil of New Jersey's **fluid catalytic method of refining**, to be employed in three new plants the company now is building and likely to be used ultimately in all its plants. Wide demand for higher octane gas points to rapid growth of this new method, patents on which are owned by the company.

\* \* \*

By-products developers take notice: The **fishing industry's by-products** are virtually as important as the parent industry. They include the various fish-oil vitamins and (in part, at least) soap, paint, varnish, linoleum, face cream, fertilizer, glue, animal and poultry foods and various pharmaceuticals.

\* \* \*

**Fire** has a new and effective master in Cardox Corp.'s (Chicago) new portable equipment which makes carbon dioxide available in large quantities for extinguishing serious fires either indoors or outdoors.

SALES MANAGEMENT



# HEARTY EATERS, THESE ARMY BOYS

## RESULT: A DAILY FOOD MARKET OF \$750,000

National defense chiefs estimate that before long the expanding army will be buying three-quarters of a million dollars worth of food every day! Not per month, nor per week, but each day! The increase in payrolls from the defense program is expected to cause a ten-to-fifteen-percent rise in total consumer expenditures for food this year!

All of which supports the business axiom of 1941—keep pace with the greatest market shift since 1917 . . . follow the army to sales.

It is the army that moved 32,500 men into Oklahoma's Fort Sill in six months. It is the army that turned Oklahoma City's busy municipal airport into a stirring scene of reconstruction . . . and the 48th

### SALES UP 28%

*Already Oklahoma City department store sales are responding to this activity . . . 28% up from a year ago for the week, 23% up for the four weeks ending February 8.*

bombardment squadron's permanent base in the southwest. It is the army that selected Oklahoma City as the base for four other major air-development projects. It is the army that has created a daily-increasing demand for the wheat, the cotton, the beef, the wool, the zinc and the oil Oklahoma produces in abundance.

New people and new business to be served by The Oklahoman and Times! New people to be served by the most complete news coverage and the swiftest delivery system in the state . . . new business to be served by the fastest stepping and hardest hitting sales producer in the southwestern area—The Daily Oklahoman and Oklahoma City Times.

# THE DAILY OKLAHOMAN OKLAHOMA CITY TIMES

THE OKLAHOMA PUBLISHING COMPANY

THE FARMER-STOCKMAN \* MISTLETOE EXPRESS \* WKY, OKLAHOMA CITY \* KVOR, COLORADO SPRINGS  
KLZ, DENVER (Under Affiliated Management) \* REPRESENTED NATIONALLY BY THE KATZ AGENCY, INC.







Early in February, retailers were advertising that so-and-so was just the thing for Spring. With snow on the ground, how can a fellow get his mind on the duds he will buy in April or May?

We Americans are great for rushing the season. The pre-dating of monthly magazines always gives me a slight sub-occipital pain.

I don't know of any magazine with which I have had more one-way correspondence than *The New Yorker*. But what's a sheaf of rejection-slips between really old friends? Here is a bit of verse I sent this favorite mag, which you may never see between its covers:

The leptodermic Latins  
May join our Axis foes,  
If Hollywood portrays them  
As pomaded gigolos.

A lot of commotion has been made in the trade-press about Lever Bros.' new white hope, Swan soap. What old-timer remembers a soap made in Philadelphia by the maker of Young's Pearl Borax called "Cygnet," with a little swan (or cygnet) on the wrapper?

Boake Carter will spiel for Piel.

Come to think of it, the first Swan copy says Swan is "better 8 ways." Or, more literally, "8 ways better." That might have been a good line for a competitor, Octagon.

The magazine, *Fortune*, shows a picture of a dinner-plate, and under it the headline: "Secret weapon." Not so secret, in many a family brawl, as it bounced off the old man's head.

In an interesting page, NBC told "How to woo a woman when her husband is away." The copywriter had a stopper there, and then someone thought it might be well to add: "... and after he returns, as well!"

Peter Wright calls our attention to the first paragraph of a publicity-release, containing an amusing and perhaps unconscious reference you will see at a glance: "The Kroehler Mfg. Co., Chicago, is now distributing a survey of the newlywed market to all

Kroehler dealers, which reveals many new and remarkable facts about this virgin market."

*That's-Too-Bad Dept.:* "2 Tokio Admirals Die in Air Crash."

Kimberly-Clark Corp. has any number of printing-papers whose brand-names end in "fect," such as Trufect, Kimfect, Multifect, etc. But you won't find a "Defect" in the whole line.

In Kewaunee, Wis., I would want to know how to pronounce the "Leyse" in Leyse Aluminum Co. before going in there to sell anything. I really don't know how they pronounce it, but I wouldn't risk the bum's rush by attempting either "Lice" or "Lazy."

Many cities have ordinances requiring that trash be wrapped and tied before you set it out on the curb for the collectors. Isn't this a chance for somebody like the Union Bag & Paper Co. to make large, inexpensive bags for the purpose? It would certainly be worth a dime a week to have a special trash-bag that might avoid the labor of tying-up bundles, not to mention a fine for failure to do just that.

Lucky Strike based a newspaper campaign on "Do you inhale?" a few years ago. Now Philip Morris comes along with an "inhale" campaign. A good memory is a big help in the advertising business.

Maybe Hanovia, of Newark, N. J., could get Rimsky-Korsakof to write a theme-song: "Hymn to the Sun-Lamp."

Personally, I'll be glad when ASCAP and the networks settle their feud. I'm pretty weary of "Old MacDonald Had a Farm." That was old stuff when I was kicking off the covers in my crib.

Life Savers, Inc., are obviously hole-salers.

No, Tessie, I wouldn't exactly call the transcontinental airlines "fly-by-nights."

Every time I see an Ediphone ad, I think of its early days when an asso-

ciate of mine at the time, Sam Youngheart, picked up the speaking-tube and dictated: "Miss Schlag—Take a memorandum to Mr. Youngheart, and don't write it on that damned yellow paper." A brilliant mind that somehow found time for clowning.

An Oklahoma City radio station might advertise: "Are your sales in a coma? Wake them up with KOMA!"

No March 15 column would be complete without some reference to the Income-Tax. This year, man bites dog. I got the usual notice to come in and explain certain deductions, and I did the usual swearing. But it was all settled in 10 minutes, and the clerk sent me away with a smile. Yep, that's news.

Early to bed  
And early to rise,  
And whom do you meet  
But yawning guys  
Who, if truth were known,  
Would rather be dead  
Than face their  
Early-rising dread.  
They envy the milkmen  
And farmers, all  
Who bounce out of bed  
Like a tennis-ball.  
Bright as a dollar  
And r'aring to go.  
How do they do it?  
The boys want to know.  
I'm curious, too,  
And not really lazy,  
But on how it is done  
I am certainly hazy.  
In getting to work,  
I am rarely late,  
Still I envy the bears  
Who can hibernate.  
You can have riches,  
A yacht on the deep,  
But Thompson will settle  
For nine hours' sleep.

*Motbball Dept.:* The time Ed Wynn, incurable punster (look who's talking!), referred to Thomas Edison's ability to get along on four hours' sleep a night. Ed said it was the "power of mind over mattress."

John R. Hoopes sends some tear-sheets from the "Louisiana Tourist Bulletin," which reprinted excerpts from S. S. Hall's "Bliss of Marriage, or How to Get a Rich Wife," published in New Orleans in 1858. There are many purple passages in the Victorian manner, but I enjoyed this one: "The vulgar practice of punning is a frequent resort of superficial wits to display the shallow impulses of a silly mind." Righto, Mr. Hall. But it's fun to pun.

A newspaper cartoonist must be quick on the draw. See what I mean, Mr. Hall?

T. HARRY THOMPSON  
SALES MANAGEMENT





REPRESENTED NATIONALLY BY THE RODNEY E. BOONE ORGANIZATION

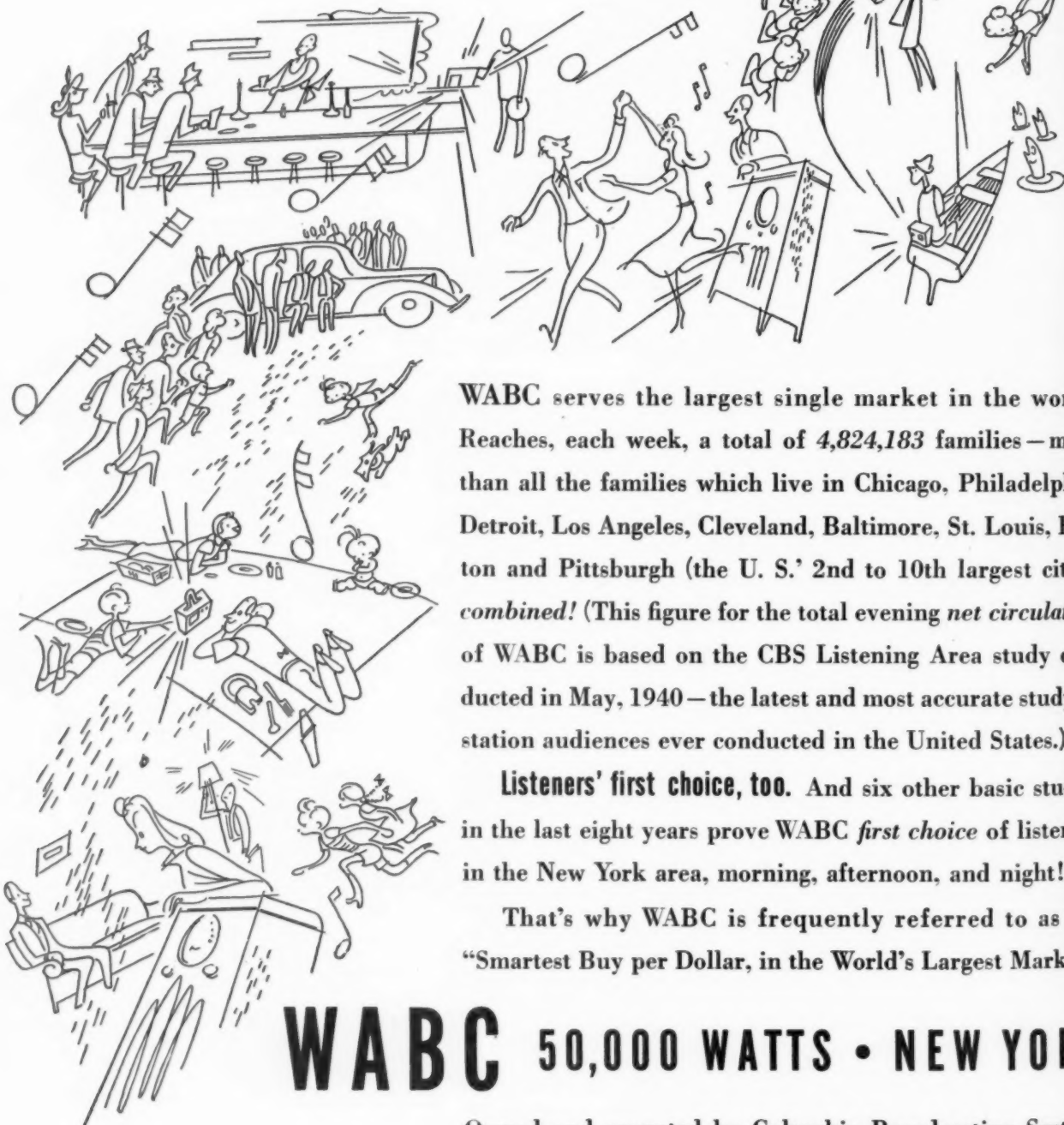
MARCH 15, 1941

[39]



# More families listen to WABC each week

—than live in Chicago, Philadelphia, Detroit, Los Angeles, and the next five largest cities, combined!



WABC serves the largest single market in the world. Reaches, each week, a total of 4,824,183 families — more than all the families which live in Chicago, Philadelphia, Detroit, Los Angeles, Cleveland, Baltimore, St. Louis, Boston and Pittsburgh (the U. S.' 2nd to 10th largest cities) *combined*! (This figure for the total evening *net circulation* of WABC is based on the CBS Listening Area study conducted in May, 1940 — the latest and most accurate study of station audiences ever conducted in the United States.)

**Listeners' first choice, too.** And six other basic studies in the last eight years prove WABC *first choice* of listeners in the New York area, morning, afternoon, and night!

That's why WABC is frequently referred to as the "Smartest Buy per Dollar, in the World's Largest Market".

## WABC 50,000 WATTS • NEW YORK

Owned and operated by Columbia Broadcasting System.  
Represented by Radio Sales: Chicago • Detroit  
St. Louis • Charlotte • Los Angeles • San Francisco



SALES MANAGEMENT

# Marketing PICTOGRAPHS

Planned by Philip Salisbury,  
Executive Editor, and designed  
by The Chartmakers, Inc.

NATIONAL PROBLEM NUMBER ONE:

## ARE WE TO HAVE GUNS OR BUTTER - OR GUNS AND BUTTER?

We must defend ourselves, and quickly. The country is solidly behind that platform. Today's immediate challenge to industry is to build our defenses and simultaneously keep moving a steady flow of goods into consumer channels so that there shall be no lowering of our high standard of living which has been developed under the democratic free enterprise system. Here are examples of material benefits which we want to defend, results of the so-called "American Way."

PICTOGRAPH BY  
*Sales Management*



### RADIO SETS

Increased from 1,000 sets  
to 43,000,000 sets



### AUTOS IN USE

Increased from 8,000  
to 25,000,000  
(Excl. of trucks and buses)



### ELECTRIC REFRIGERATORS

Increased from 10,000  
to 14,240,000 units



### ELECTRIC APPLIANCES IN HOMES

Increased from 1,800,000  
to 117,000,000  
(Excl. of radios and refrigerators)



### TELEPHONES

Increased from  
1,000,000 to 20,400,000



### INVESTMENT IN LIFE INSURANCE

from 7,725,000 to 64,000,000



### OWNERSHIP IN INDUSTRY

from 4,400,000 to 16,000,000



### SAVINGS

16,372,000 to 46,000,000 acc'ts



### OWNERS OF HOMES

from 10,581,712 to 14,000,000

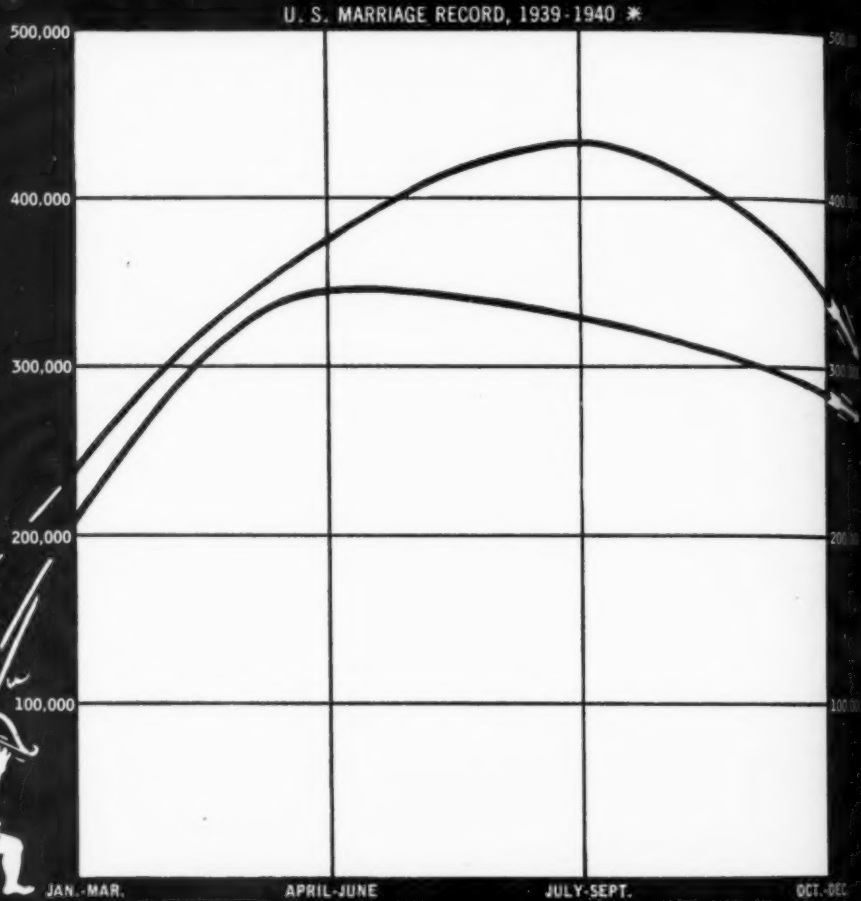


## CUPID IS DOING A SWELL JOB . . .

THERE WERE MORE MARRIAGES IN 1940 THAN IN ANY PREVIOUS YEAR

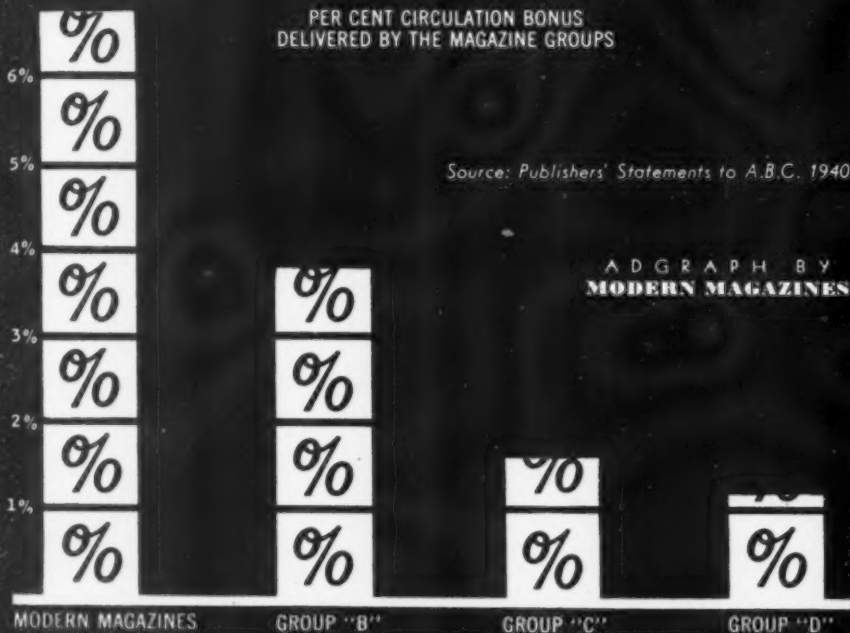
Every year is a good year for Cupid, but in 1940 he did a particularly good job with the result that there were 1,367,796 marriages. This is an unprecedented number and represents a 17.2% increase over 1939. These figures not only measure Cupid's aim but reflect business conditions generally. When business is looking up and the suitor's job seems steady, the wedding bells are more likely to ring out. Based on past performance, 98% of these 1940 brides were under thirty-five years of age . . . their average age was twenty-two.

\* Source: Jewelers' Circular-Keystone, Feb. 1941



## . . . AND SO ARE MODERN MAGAZINES

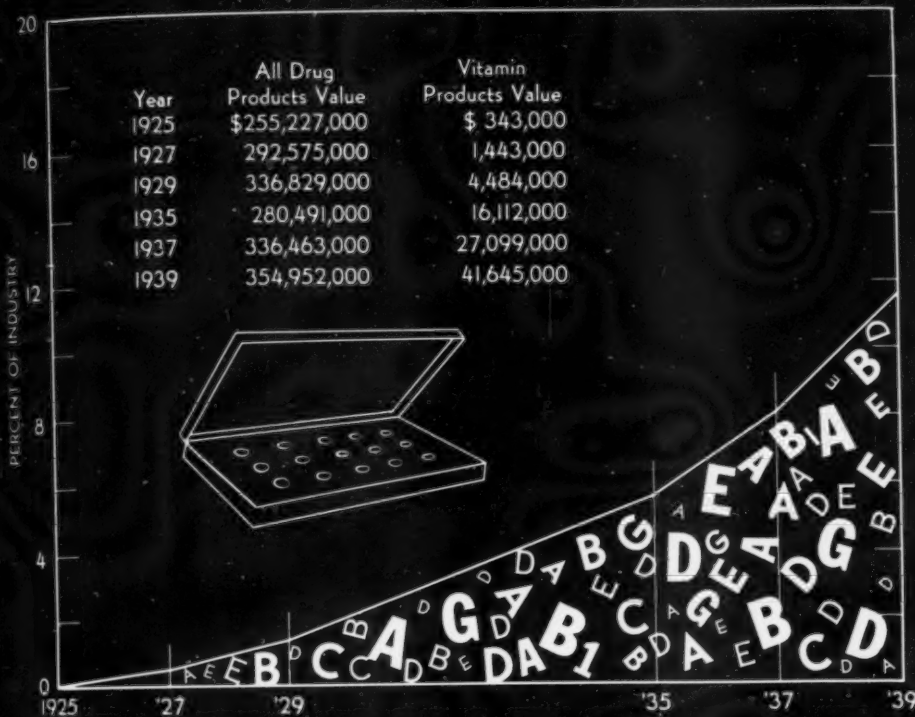
IN 1940 MODERN MAGAZINES DELIVERED THE BIGGEST BONUS IN THE GROUP FIELD



The surest way of reaching America's ever increasing market of young people is to advertise in the kind of magazine these young people prefer. Screen and romance type magazines with over 12,000,000 readers monthly reach more young women readers than any other kind of magazine, and Modern Magazines delivered the biggest circulation bonus in the group field during the past year. These magazines are time to reach young women at the marriage age. They are your best magazines if you want to sell the market created by Cupid year after year. Modern Magazines (Modern Screen, Screen Romances, Modern Romances), 149 Madison Ave., New York, N.Y.

# VITAMINS ARE BIG BUSINESS, NOT A FAD

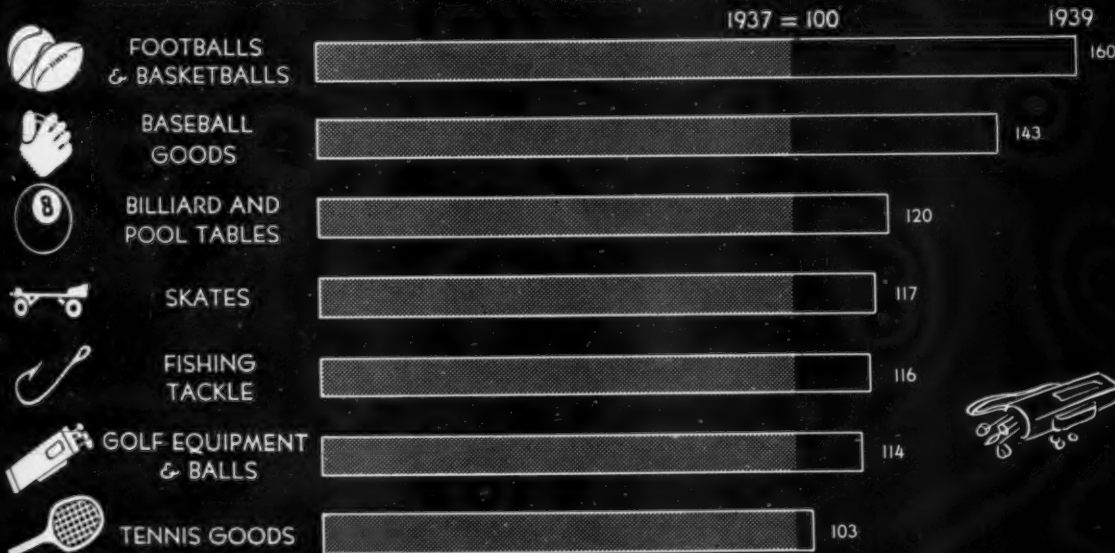
PICTOGRAPH BY  
*Sales Management*



In fifteen years the percentage increase of vitamin products has assumed astronomical proportions - - 12,140%, to be exact - - and from a position of contributing one tenth of 1% of the total drug business they now show an eighth of the volume.

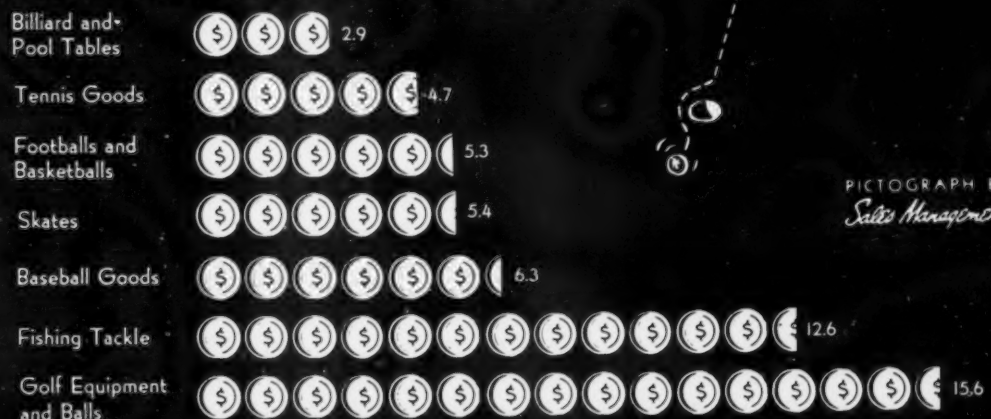
Source: Paul W. Stewart in *Dun's Review* February 10, 1941

# SHORTENED WORK WEEKS BOOM SPORT EQUIPMENT



## FACTORY VALUE IN MILLIONS OF DOLLARS

The 1939 Census of Manufacturers reveals that the value of all products dropped 7% from the 1937 level, but factory production of sporting equipment, exclusive of firearms, was valued at 65 million dollars, a gain of 24%. Based on cost of equipment, golf is our most popular sport, with recreational fishing not far behind.



PICTOGRAPH BY  
*Sales Management*

Source: Census of Manufacturers, 1939





# Frankly, it beats us!

● NO QUESTION ABOUT IT. The sky beats LIFE for coverage of the great mass of American people —

But LIFE's net paid circulation now tops 3,000,000.

And scientific research—like that which so accurately polls public opinion—shows that those 3,000,000 copies are read each week by a total audience of more than 20,000,000 people.\*

It's no mere accident of publishing luck that LIFE has

become the most stimulating reading event of the week for all these people.

LIFE earns this enthusiastic, ever increasing audience because it offers these millions truth and reality about the fast-moving world they are trying to comprehend—and does it in an exciting way they *like* and *understand*!

They find, too, that LIFE's advertising pages ably complement the editorial pages, in carrying useful, lively, *informative* news pertinent to modern





American living. LIFE now carries a *greater variety* of consumer goods advertising than any other magazine.

\*Scientifically established and reported by LIFE's Continuing Study of Magazine Audiences. Latest audience totals, from Report No. 4:

COLLIER'S . . . . .	14,750,000
LIBERTY . . . . .	12,900,000
LIFE . . . . .	20,450,000
SATEVEPOST . . . . .	13,050,000

MARCH 15, 1941



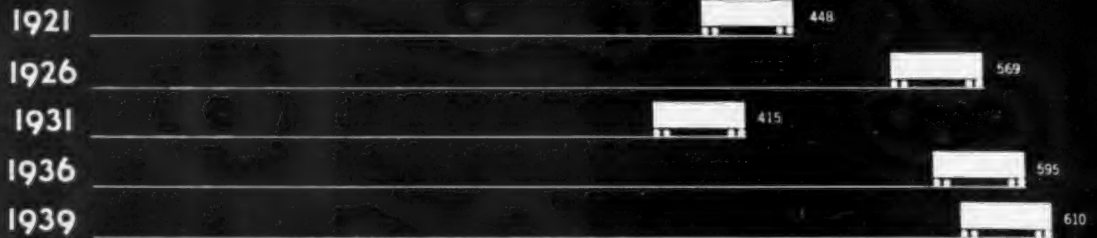
# RAILROADS COMING BACK THROUGH IMPROVED SERVICE

Few industries have ever had to face as much competition as the railroads - from ships, trucks, buses, private autos and now airplanes. Much of their traffic is gone, irretrievably. But by greatly improved freight and passenger service they are regaining part of the lost ground.

In 1921 the average freight car each day performed a service equivalent to moving 448 tons of freight for the distance of one mile; today the average is over 600.

## MORE TON-MILES PER CAR

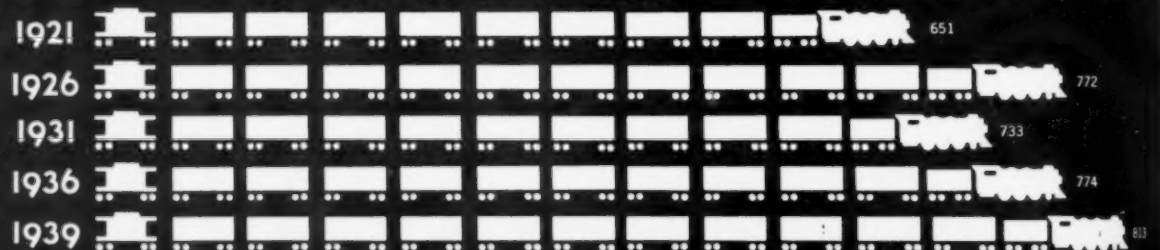
TON-MILES PER CAR



In 1921 each freight train on the average, carried 651 tons of freight; in 1939 a new high record was set with an average of 813 tons.

## NEW RECORD IN TRAIN LOAD

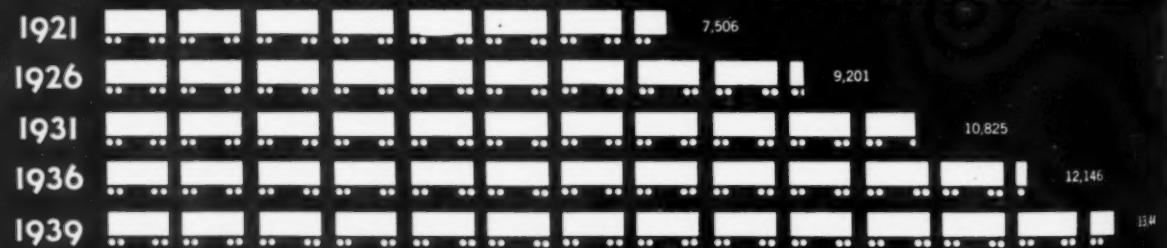
AVERAGE TONNAGE PER FREIGHT TRAIN



With the average freight train carrying a heavier load and traveling at a greater speed than ever before, average freight moved per train-hour reached a new high in 1939.

## MUCH FASTER SERVICE

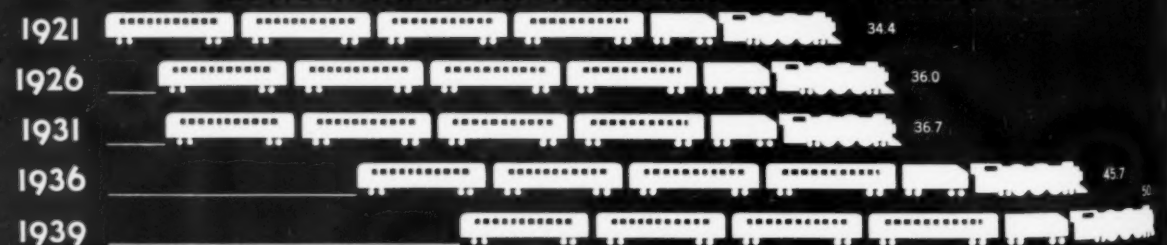
TONS OF FREIGHT MOVED PER TRAIN-HOUR



Through the combination of more attractive rail-road rates and the use by travelers of buses and passenger cars for short trips, the average passenger trip is growing.

## LONGER TRIPS PER PASSENGER

AVERAGE TRIP IN MILES



Today the average passenger car is crowded and trains are longer. The freight end is improving even more rapidly, with tonnage up 20% from the good 1939 year. Cars loaded the last week in January:

## THIS YEAR THE ROADS ARE REALLY BUSY

CARS LOADED  
(Last week of Jan. each year)  
586,656



PICTOGRAPH BY  
*Sales Management*

Source: Committee on Public Relations of the Eastern Railroad

# THE **Q** IT TOOK 15 YEARS TO WRITE

*—with italics by WEEI*

**Q**

This is what a big Boston advertiser thinks of WEEI. Writes I. J. Fox, America's Largest Furrier: "While we have seen fit to use other local radio stations periodically, we have continued to use WEEI fifty-two weeks a year for nearly fifteen years. That is proof of our confidence in WEEI to produce results."



I. J. FOX is one of many evidences of advertisers' time-tested preference for WEEI. For instance—29 of WEEI's non-network advertisers in 1940 were on WEEI back in 1930, too. They sold everything from shoes to transportation...from milk and coal to furs, food and furniture. They sold them in 1930, they sold them in 1940...*over WEEI.*

## WEEI ★ BOSTON

Operated by Columbia Broadcasting System. Represented by Radio Sales:  
New York, Chicago, Detroit, St. Louis, Charlotte, Los Angeles, San Francisco





# WHAT ARE THE MOST PROFITABLE INDUSTRIES?

A five year average (1935-1939) of the balance sheets of manufacturers reveals the following as being - - percentagewise - - the most profitable industries.

## NET PROFITS ON NET SALES



## NET PROFITS ON TANGIBLE NET WORTH

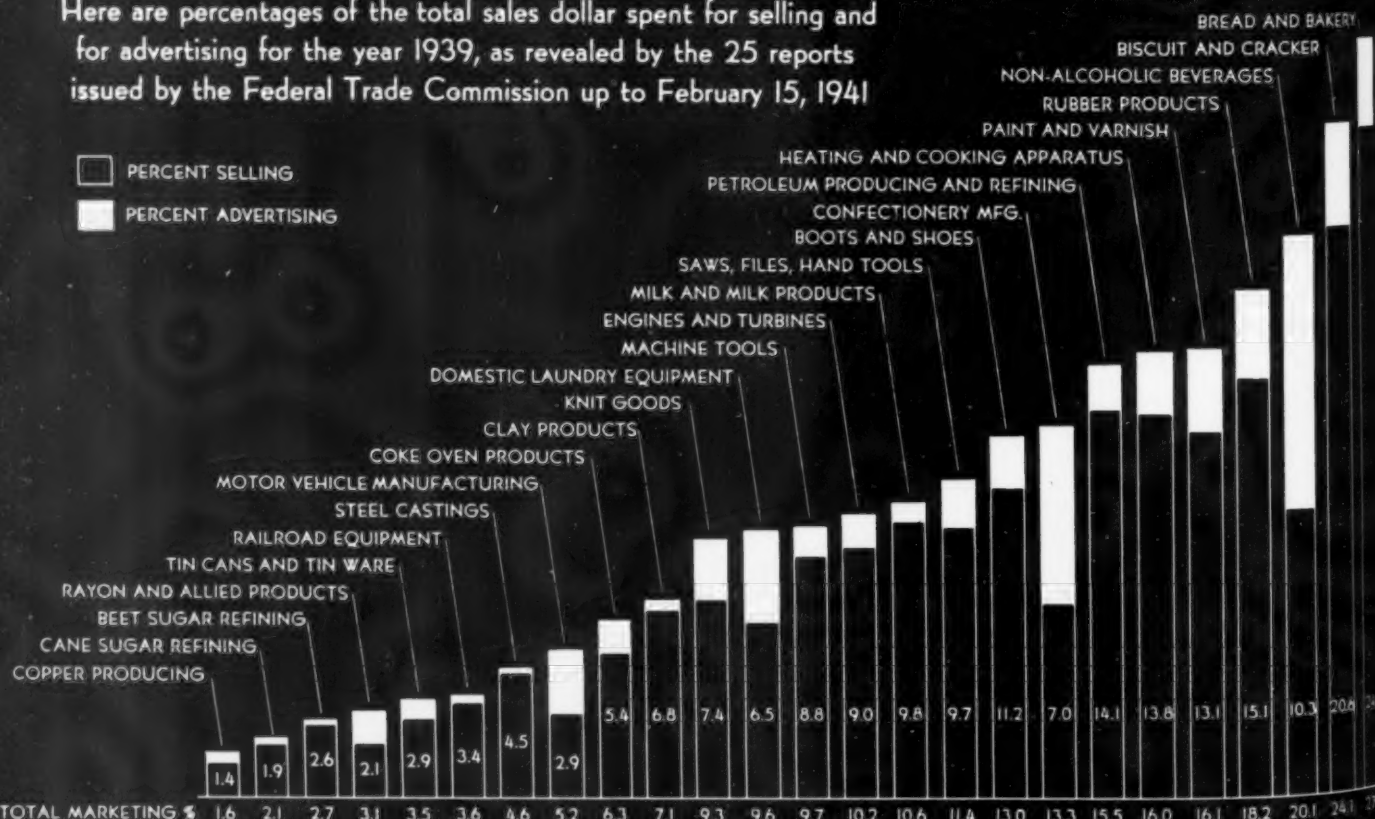


PICTOGRAPH BY  
*Sales Management*

Source: Roy A. Foulke, "Dun and Bradstreet, The Balance Sheet of the Future" New York, Feb. 1940

# SALES AND ADVERTISING EXPENSES OF 25 INDUSTRIES

Here are percentages of the total sales dollar spent for selling and for advertising for the year 1939, as revealed by the 25 reports issued by the Federal Trade Commission up to February 15, 1941



PICTOGRAPH BY  
*Sales Management*

Source: Federal Trade Commission Reports, 1940-1941

## Some Comments on the Pictographs in this Issue

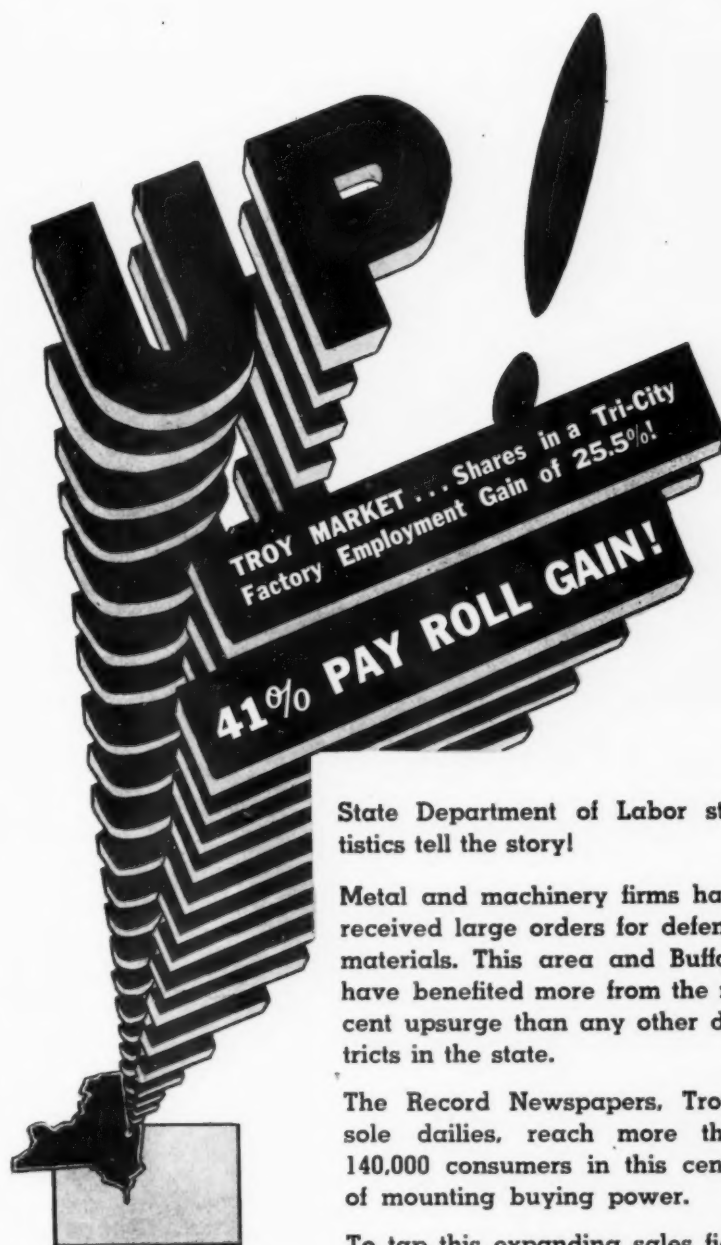
Marketing men and their fellow executives in industry have today the greatest challenge in more than a generation—to do all that needs to be done in speeding up defense activities and do it under the free enterprise system which is built around a high standard of living for consumers. If business fails either to do the defense job required or isn't ingenious enough to find ways and means of keeping up a steady flow of wanted and needed consumer goods—well, we won't go so far as to predict what may happen to the capitalist system. The Pictograph shows some of the material benefits of what is generally called "the American way." It also contains a misspelled word which was noticed too late for a correction.

Did you take your vitamins this morning? If you didn't you are sort of a white blackbird among Americans, for vitamins have become such big business that their sales now represent one-eighth of the entire volume of drug store products . . . With industries as a whole turning out in 1939 only 93% of the value of the products which were made in American factories in 1937, it is certainly significant that sporting goods equipment values were 124% of the 1937 figure. Manufacturers who fail to reach people where they play, as well as where they live or work, are missing a bet.

Ray Bill in his March 1 editorial notes said that the railroads needed vice-presidents in charge of house-cleaning. So they do—but in many respects the railroads have done an extraordinary comeback job, and it is a pleasure to recount some of their achievements in this full-page Pictograph.

One of the most frequent inquiries coming to SM offices today has to do with the sales and advertising expenses of specific industries. Very little authentic information has been available in recent years on this subject; but the Federal Trade Commission has been studying 1939 corporate reports and, up to press time, it had released figures on 25 industries which are shown in Pictographic form. It should be pointed out that the three industries with the highest marketing expenses are industries which serve the retailer direct through daily delivery service; if, like many others, they sold through wholesalers their apparent marketing costs would be greatly reduced.

MARCH 15, 1941



State Department of Labor statistics tell the story!

Metal and machinery firms have received large orders for defense materials. This area and Buffalo have benefited more from the recent upsurge than any other districts in the state.

The Record Newspapers, Troy's sole dailies, reach more than 140,000 consumers in this center of mounting buying power.

To tap this expanding sales field takes only 12c per line—lowest cost for single-medium blanket coverage of any major New York State market.

## THE TROY RECORD THE TIMES RECORD

THE RECORD NEWSPAPERS J. A. VIGER, ADVERTISING MANAGER



Russeks, New York City, makes this effective use of fluorescent lighting in its fur salon. Department and specialty stores find definite advantages in this type of lighting: With it can be created the "atmosphere" — whether of luxury, drama, peacefulness — so dear to the hearts of display managers; it makes color matching easy; its glareless quality and its relative coolness step up the efficiency of salespeople, save the tempers of customers.

## Infant Fluorescent Light Industry to Hit \$100,000,000 in 1941

The big volume has been done in stores and factories. The home market is scarcely scratched.

**A**LTHOUGH fluorescent lamps and fixtures have been marketed commercially for only three years, executives of the Lamp Department, General Electric Co., Cleveland, anticipate 1941 sales of well over \$100,000,000. This estimate of fourth-year sales is 150 times greater than first year sales. It triples 1940 sales, which exceeded the first year 40 times.

Developed as an outgrowth of continued study by lamp manufacturers searching for more efficient light sources, fluorescent lighting might be called a slim tube of light. There is no filament. Electricity passes through mercury vapor in the tube and creates a radiation causing fluorescent powder inside the tube to glow with light. Rated life of these lamps, which are available in gold, red, blue, green, pink, white and daylight colors, is 2,500 hours, a 25% increase over the original fluorescent lamp.

Manufacturers claim that fluorescent lighting, which was anticipated to some extent by Edison during experiments on incandescent lamps, has brought higher lighting levels to the purchaser. The usual lighting level in stores and factories is around nine

footcandles, according to reports of the I.E.S. (Illuminating Engineering Society.) New fluorescent lighting levels may exceed those of the older type by as much as ten times. Yet they do not add the discomforts of excessive heat and glare.

While the sales record of fluorescent lighting has been rapid, it has not been without obstacle. According to Sales Promotion Manager H. F.

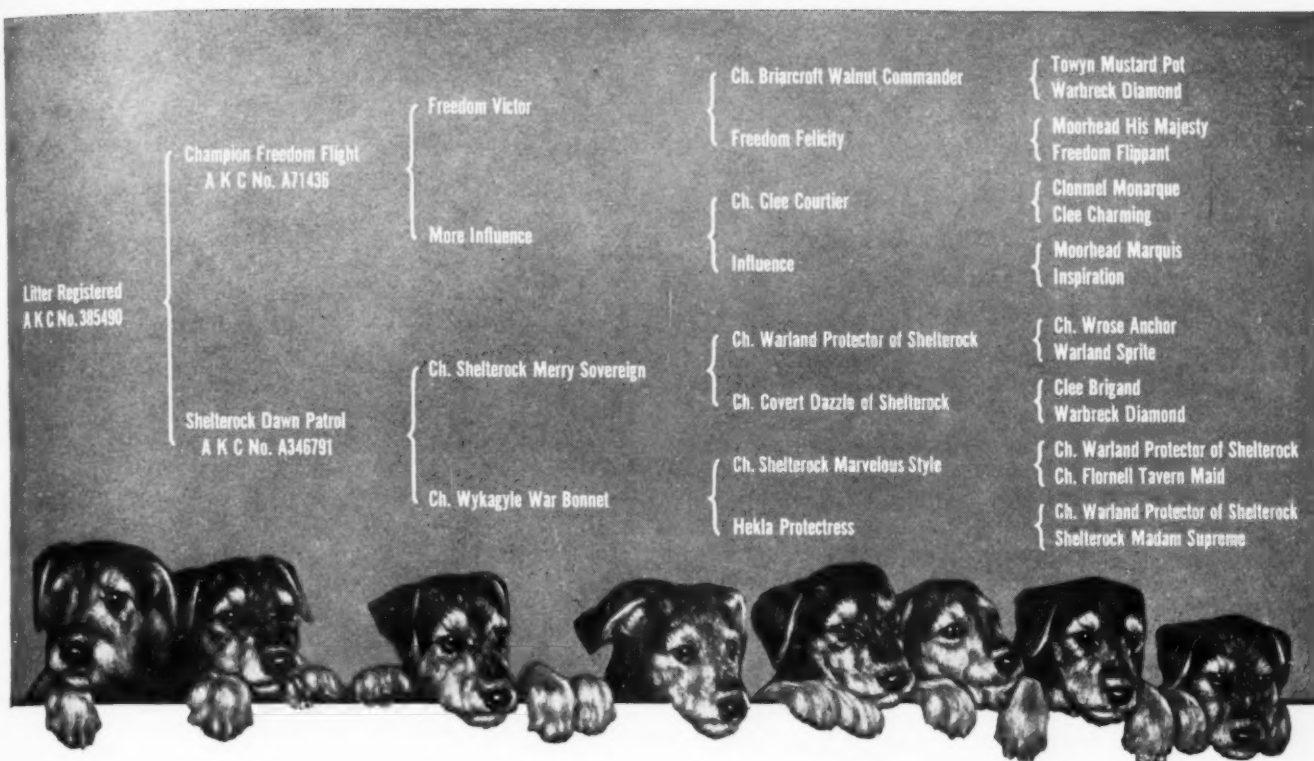
Barnes, "the different size and type of the new lamp made it necessary to develop new lighting fixtures for commercial and industrial applications. In addition, each lamp requires a small auxiliary control unit for proper starting and operation. This radical change in lighting practice has been a sales hurdle to some extent. However, the seven colors available in fluorescent lighting and the average light output per watt being double that of filament lamps, have assured its rapid adoption.

"The greatest advance of fluorescent lighting has taken place in commercial and industrial fields, mainly because early promotional efforts have been in this direction. We have made little effort, to date, to invade home lighting fields, although electric utilities are sponsoring fluor-



Thirty-six inches of glareless fluorescent light, General Electric's new 36-inch Mazda F, on the market April 1.





☆ ☆ ☆ Will one of these Airedales be a champion like his father, or an international "best in the show" like his grandfather? ☆ Only time, and the judges, can tell. But all of them might well take the blue ribbon. For back of these puppies is a long line of winners, from whom they inherit the head, coat, color and stand that make a champion.

## PEDIGREE means as much to a Magazine as it does to a Puppy!

A champion magazine, like a bench winner, is the result of years of careful selection.

Cosmopolitan's long pedigree is studied with the names of Kipling, Twain, Conan Doyle, H. G. Wells, Irving Cobb and the great authors of every writing generation. "Great fiction" has come to be a synonym for the stories and novels appearing in Cosmopolitan Magazine.

Today's issues of Cosmopolitan, like

those of every year since 1886, are marked with the points by which a critical reading public judges a champion.

"The best in fiction"...with Bromfield, Baldwin and Gallico for instance. "The best in fact"...with keen, concise appraisal of national and international trends, and of the day's most important personalities. "The best in illustration"...from the cover girl to the jacket on the book-length novel.

The advertisers are watching, too. They see the greatest newsstand sale in

the general magazine field, the highest concentration among young, employed urban men and women.

They see an editorial policy which selects people who possess that spending temperament responding most quickly to the stimulus of fiction. They know that fiction has the power to quicken buying action. By the surveys of many other magazines, they're assured that Cosmopolitan's fiction is admittedly the best, in the opinion of readers.

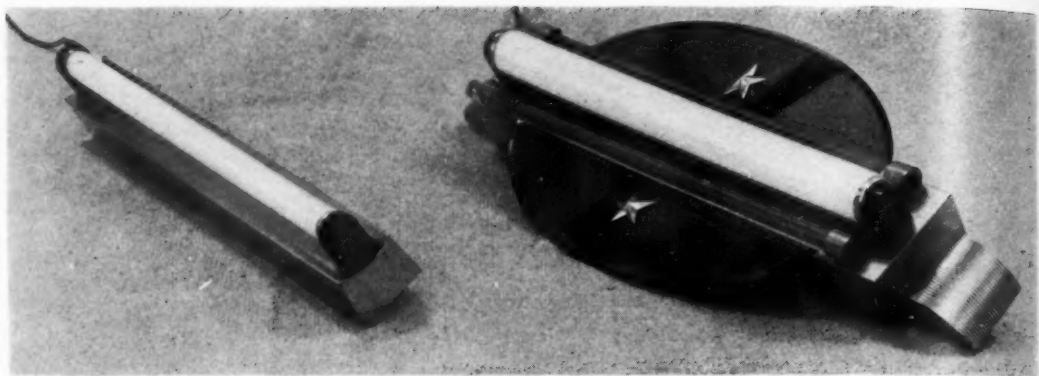
Seeing all this, they make the new "4-Book" Cosmopolitan the champion, and reward it, as they have for 11 straight years, with the blue ribbon of advertising leadership in its field.

Thus they go straight to the heart of a \$5,500,000,000 market (over four times the value of the United States petroleum production) the annual spendable income of nearly 1,850,000 Cosmopolitan Magazine families.

# Cosmopolitan

"Greater today than yesterday...Greater tomorrow than today"

As the tube-shaped fluorescent light replaces the incandescent bulb, a whole new school is being created in the designing of lighting fixtures. The ones shown here, typical in shape and simplicity, are used in the Russeks room pictured on page 54.



escent lighting schools all over the country, to acquaint their customers as well as salespeople with its advantages."

Fluorescent lighting is sold through electrical wholesalers and dealers. Fixtures are generally sold through those same channels, although some manufacturers market them direct to the user. Selling methods employ most of the recognized selling plans. Wholesalers and dealers usually sell by catalog and individual demonstration. Fluorescent lighting is available "custom made" for special applications, or in standard fixtures of wide variety of sizes and types which cover most

of the usual uses. It may be purchased through private and government financing plans offering terms of payment varying from cash transactions to completely financed installations. List prices, reduced recently, are as much as 45% lower than in 1938. This is in line with the known policy of Mazda manufacturers to lower prices when large scale production economies warrant.

In 1941 lamp manufacturers will continue to advertise in national trade papers, use direct mail and will offer planned selling as part of their sales promotion to wholesalers and dealers. Promotional materials include techni-

cal brochures concerned with lamp operating data, performance factors, operating characteristics and wiring diagrams. Typical of pamphlets and booklets featuring main sales points to be used in selling commercial and industrial markets are two booklets on fluorescent lighting—"What It Means in Your Store" and "What It Means in Your Plant." Both elaborate the ten main selling points listed in an accompanying pamphlet issued to lighting salesmen. These are:

1. Fluorescent lighting is news—it attracts attention and buying interest wherever installed.
  2. It brings new efficiency in light production—with an average light output per watt double that of filament lamps.
  3. Good distribution of light. It is a large light source that spreads and diffuses light as well as giving higher lighting levels.
  4. Low surface brightness of the lamps reduces annoying glare.
  5. Fluorescent lighting is cool. For an equal amount of delivered light it gives off only one-fourth as much heat as filament lamps.
  6. Efficient production of colored light. Several attractive shades are produced directly with no loss of light owing to a color coating.
  7. Duplication of daylight color quality. You "can lift the roof off" for color matching and inspection in stores, offices, factories.
  8. Novelty, color, glamour, brilliance. You can create any desired atmosphere with it. It opens a whole new field for the architect, decorator or display artist.
  9. Wiring advantages. You can often avoid wiring changes that might otherwise have to be made to get higher lighting levels.
  10. Profitable plus lighting. Supplements present lighting system to highlight merchandise displays or make seeing easier in the workroom.
- "What It Means in Your Store" points out specific advantages of fluorescent lighting in drug, department, hardware, food and other stores. These advantages include sanitary appearance, more attractive displays, and more accurate work as well as cheerful and decorative atmosphere

**GET**

**MORE**

**FOR LESS**

Uncle Sam's spending over a **MILLION TWO HUNDRED MILLION** defense dollars in the already rich **NORFOLK MARKET**—Portsmouth, Norfolk, Newport News!

**MORE** In this area, WTAR's night 5,000-watt directional antenna system concentrates power of 10,000 to 15,000 watts—serving **ONE MILLION ONE HUNDRED EIGHTY-TWO THOUSAND** people with cash to spend, eager to buy!

**LESS** Cover this bee-hive of activity and spending with WTAR at **ONLY** thousand-watt rates—a bargain buy in America's No. 1 Sales Area!

**COMPLETE NBC** ★ **NOW 5000 WATTS**  
**RED and BLUE SERVICE** **DAY and NIGHT**

National Representative  
**EDWARD PETRY & CO.**

**WTAR**

**NORFOLK VA. AMERICA'S No. 1 SALES AREA**

Owned & Operated by  
**NORFOLK NEWSPAPERS, Inc.**

in bars, lounges, hotels, restaurants. Counter displays of perishable goods, such as meats and candy, are given new life and contrast without excessive drying and heating. Counter tops remain cool and comfortable.

"What It Means in Your Plant" emphasizes industrial uses of fluorescent lighting for fine weaving, make up work, parts matching, dyeing and punch-press operations to increase production, improve inspection, prevent spoilage, and promote safety. Also featured is low cost operation for reaching the recommended levels of lighting for production.

### Dealers Learn How to Sell It

Included in promotion frequently sent to dealers are reprints of articles that have appeared in electrical and other trade magazines. These usually contain hints on selling. Typical of these sales hints are the following suggestions offered electrical contractors in a reprint from an eastern trade magazine:

1. To take on a jobber's line complete enough to cover normal prospect list.
2. To become familiar with the line through catalog study, by examining the equipment and by looking at installations.
3. To decide at the outset to sell good illumination.
4. To become known as fluorescent lighting headquarters for the territory.
5. To start active solicitation for business.
6. To go after business on a sound selling basis.

While fluorescent lighting sales have been greater than originally estimated, Mr. Barnes states, "the older type of lighting still represents the bulk of the business. More than 9,000 different kinds of Mazda lamps are made. Each is designed for a definite purpose. Filament lamps are still superior when ability to control a beam of light is paramount. The interesting result to us is that fluorescent lighting is stepping up interest in the whole lighting field rather than replacing older lamps."

### Chief 'Gansett Beer Drive

Narragansett Brewing Co., Cranston, R. I., is using over 100 New England newspapers, radio broadcasts on a N.E. network, and 24-sheet posters of some 85 towns to popularize "Chief 'Gansett" and the ale and beer which he dispenses. Semi-speculators and illuminated painted displays are supplemental in key cities.

The chief, a wooden Indian named for the tribe from which the company takes its name, is cartooned by Dr. Seuss (famous for his "Quick, Henry, the Flit" series) in a variety of comical poses, all of them bringing in the slogan "The finer flavor of seedless hops is too good to miss."

Standish, Inc., Providence, is the agency.

MARCH 15, 1941

## AKRON CONTINUES ITS AUTOMOBILE BUYING SPREE

During the year 1940 total new passenger car sales in the United States showed an increase of 27.2% over 1939. Akron was far ahead of this figure with an increase of 40.5%.

The National figure for January 1941 shows a gain of 26.6% compared with Akron's gain of 44.3%. While no National comparison is available for February 1941 Akron had a gain of 47.5% over February 1940.

Akron's gains are even more impressive when you consider that January 1940 was 62.6% ahead of the same month in 1939 and February's 1940 gain was 58.8%.

This is just another reason why we say Akron is an alert, free-spending market ready to respond to your sales messages. For complete coverage of this rich market at one low cost, use the

## AKRON BEACON JOURNAL

Represented by STORY, BROOKS & FINLEY

New York, Philadelphia, Chicago, Cleveland, Los Angeles, Atlanta

## Enjoy these Superb Facilities

NOT the largest Chicago hotel but the very newest—and talk about value — no other Chicago hotel can compare, dollar for dollar, with the ultra-modern facilities and service that keeps guests continually coming back to this fine hotel. Sparkling rooms and luxurious suites, each with tub and shower bath, circulating ice water and servidor. Three colorful dining rooms, including a popular-priced coffee shop. Ideal location in the center of things to do and a step from world-famous Michigan Boulevard.

ALLAN G. HURST  
Manager



## WHERE GOOD FELLOWS GET TOGETHER in Los Angeles

• "Host of the Coast," called the convention hotel of the West. A 1500 room institution with an earned reputation for congenial hospitality and flawless service no matter the occasion.

• With a score of meeting rooms seating 12 to 1200, the West's largest hotel ball-room, six cafes . . . and all under the one roof, in the center of the theatre and shopping district. Surely you'll plan your stay in California at —







Your eyes do not deceive you. This is a bank window—Jacksonville's Florida National Bank—with its usual weekly display promoting local businesses. This one is Station WJAX's "Talk of the Town" program with the products of its sponsor, John Morrell & Co. WJAX is proud of the program, now over ten years old. In that time there have been several sponsors, but only one at a time. Elsa Murray, the commentator, uses somewhat the same chatty style as Martha Deane, of WOR.

## Rex Cole Plan Avoids Headaches in Dealer Cooperative Advertising

This G-E appliance distributor keeps full financial and copy control by filing complete operating data with outlets in advance to forestall arguments.

**D**EALER cooperative advertising is often full of headaches for the manufacturer and his distributor . . . even for the dealer. Many a company wants to know how to eliminate controversy over it; how to control disbursements so as to know definitely in advance what the maximum outlay for each month is going to be; how to control media to be used and copy to be written.

E. H. Campbell, advertising manager of Rex Cole, Inc., distributor of General Electric home appliances in New York City and adjacent parts of New York and Connecticut, is now operating a plan to achieve those very objectives through 1941.

Rex Cole, Inc., furnishes each of its hundreds of dealers with the entire plan printed on the front cover and two inside faces of a letter-file folder. The dealer is instructed to keep his copies of all agreements, reports and letters in this folder. Thus Rex Cole's complete set of dealer advertising requirements and restrictions are always in the dealer's hands for reference. If

he ever oversteps the bounds of the plan, he can never plead ignorance. This is designed to forestall a lot of headaches.

Into the folder, for example, goes the dealer's copy of the Rex Cole reimbursement agreement, made out with the dealer in advance of each month's cooperative advertising, fixing dates and sizes of insertions, media to be used and rates.

A great deal of headache protection is written into this agreement. It says: "In the event that you expend a sum not less than \$ . . . for General Electric (name of appliance) advertising during the period from the date hereof up to . . . , 1941, in accordance with our policy respecting advertising media and in accordance with our advertising standards printed on the reverse side hereof, which policy and standards we, in our sole discretion, may change from time to time, we agree to reimburse you in the sum of \$ . . . , etc."

The Rex Cole "policy respecting advertising media" which "we, in our sole discretion, may change from time

to time" enables the company to protect itself against a wide range of familiar difficulties such as boosted rates, "we gotta take an ad in the Gashouse A. C. picnic program," and so on.

Further, the agreement stipulates "provided such advertising is approved by General Electric Co." and "provided we receive from you receipted bills in duplicate and full-page tear sheets covering said advertising not later than the 20th day of the month immediately following the month in which your advertising appears." These definite provisions further protect against common arguments. Of course the company can be flexible in special cases; but the point is, Rex Cole covers itself against dispute, and smoothes the path of the dealer against unintentional error.

With copies of this reimbursement form on file in advance each month with the dealer, with the Rex Cole advertising department, and with the Rex Cole accounting department—none of the agreements effective until the dealer has received his official confirmation from Rex Cole, Inc.—the whole operation is pretty well buttoned up. The dealer has little ground for controversy with the advertising manager . . . who in turn, gets along better with his comptroller . . . who can look the General Electric Co. right in the eye for its share of the monthly outlay.

### No More Grousing?

When Advertising Manager Campbell sends the dealer the printed folder and a supply of forms on which to apply to Rex Cole, Inc., for advertising authorization, he writes a letter to cover. It invites the dealer's attention to the importance of the dealer's own advertising, urges him to read the Rex Cole plan of advertising procedure and set of advertising standards, and pointedly suggests that the dealer keep the folder in file to carry in one place all correspondence, forms, invoices and tear sheets relating to his advertising. Up to now, a majority of dealers are doing just that. Most of them like the clear-cut definiteness of the plan. "Legitimate" grumbling has been reduced. The inevitable "illegitimate" grumbling and loud shrieks just echo in the empty spaces outside the Rex Cole armor.

The 1941 advertising standards for General Electric appliances, printed on the inside faces of the folder, are a practical guide "to assist in keeping our advertising within the requirements of good business ethics as well as those of the Federal Trade Commission Act, which prohibits unfair or

deceptive practices in commerce. Rex Cole, Inc., will not participate in the cost of any advertising which does not comply with these standards."

The standards printed on the inside front cover of the folder, encompass "free goods," combination offers, trade-ins, warranties, price comparisons, deceptive illustrations and statements of features, testimonials, obsolete models, unprovable statements, lotteries, disparagement of competitors, and so on.

Further, on the second inside face of the folder, exact restrictions on the use, by dealers, of the General Electric monogram and appliance signatures for advertising are illustrated and explained. This avoids a great deal of confusion.

### It's All in Black and White

Even more important, the front cover of the folder carries this complete explanation of the "1941 Cooperative Advertising Procedure" for every dealer to follow:

- I. BEFORE YOU CONTRACT FOR OR INSERT ADVERTISING:
  - A. Apply to Rex Cole, Inc., for approval of your contemplated promotion.
  - B. Secure from Rex Cole, Inc., Official Advertising Reimbursement covering participation by Rex Cole, Inc.
  - C. If standard mats are not used, have Rex Cole, Inc., approve your proposed copy and layout.
  - D. Be sure that your proposed advertising conforms in every particular with "Advertising Standards" printed on the inside of this folder.
- II. AFTER ADVERTISING HAS APPEARED:
  - A. Send to Rex Cole, Inc., not later than the 20th of the month immediately following the month during which the advertising appeared:
    1. Full page tear sheets.
    2. Publishers' receipted invoice. Show cash discount if offered by publisher.
    3. Your invoice for share accepted by Rex Cole, Inc. Show Rex Cole, Inc., Advertising Reimbursement Number.
    4. Or other acceptable supporting evidence.
- III. ISSUANCE OF CREDITS:
  - A. Only that advertising which conforms with the foregoing Advertising Procedure will qualify for cooperative participation by Rex Cole, Inc.
  - B. Your account will be credited with Rex Cole, Inc., share when your advertising has been approved by General Electric Co.
  - C. We cannot honor deductions from our statements for our share of your advertising until we have issued official credit memoranda to cover.

Thus Rex Cole, Inc., puts into the dealer's hands such complete information about the whole advertising plan that many of the conventional difficulties of cooperative advertising are ironed out *in advance*.

MARCH 15, 1941

Prominent Users of Strathmore Letterhead Papers, No. 22 of a Series



## YOUR LETTERHEAD *speaks as clearly as your words*

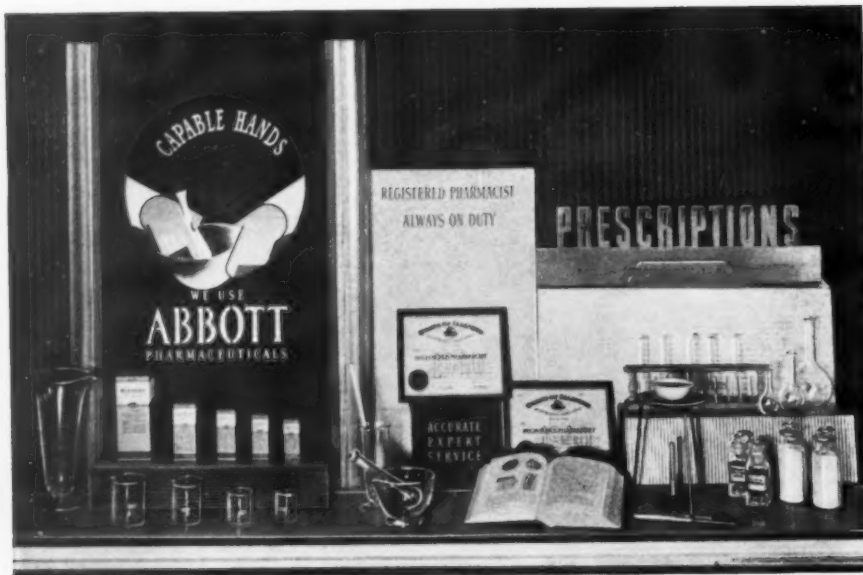
A sight you'll never forget...the Sunkist orange trees, laden with golden, perfect fruit. A picture that speaks louder than words. More convincing proof of quality than any statement could ever be!

The California Fruit Growers Exchange knows that visual impressions are tremendously important. That's the reason it selected Strathmore paper for its letterhead. You can make *your* letters say more, sell more, when you, too, choose Strathmore.

And yet a letter written on STRATHMORE BOND, or STRATHMORE WRITING, costs less than 1% more than the same letter written on the cheapest paper you might buy. And on STRATHMORE PARCHMENT, or STRATHMORE SCRIPT, as fine papers as can be made, it costs only 2.9% more. Such extra effectiveness, for so little cost difference, is sound business economy. Strathmore Paper Company, West Springfield, Mass.

# STRATHMORE

**MAKERS  
OF FINE  
PAPERS**



"The windows . . . whisper quality, ethics and high standing . . ."

## Abbott Designs a Change-About Display That Fits Any Window

Drug manufacturer offers series of interchangeable units that, with a little ingenuity, can be utilized to build windows of infinite variety—"personalized" to fit each dealer's needs.

IT seems to be nothing more than borrowing from little Willie playing with his blocks and mechanical toys on the living room floor. Yet it is a scheme that enables the store owner to get more out of his window display. Much more. It is a new three-way set-up just offered to drug stores by Abbott Laboratories, North Chicago, Ill., manufacturers of pharmaceutical products.

Abbott, through the use of panels, cubes, posts and box-like units, made of stout paper board, ornamentally finished and with neat promotional messages printed on their various sides, has developed a window display unit that is susceptible to infinite variety and endless changes. Add to all this prescription packages, bottles, pestles, mortars and other quick-at-hand drug store items, plus pharmacists' diplomas, and no two windows need ever to be just alike.

Also, through this arrangement, the same display can be of equal value as seen from the street side, the end window or from the inside of the store. The display is elastic. In other words, it can be brought closely together for a small window, spread out for a large window, or pieces can be borrowed from it for a counter display.

Nearly all of Abbott's products are sold through physicians' prescriptions.

Its business should in no way be confused with the so-called "patent medicine" trade. Promotion seeks always to give "character" to its products and with drug store it tries, always, to emphasize the value of the prescription counter and the high ethical standard of the store.

The central piece in the unit is a panel with a circular cut-out in which is fixed an off-and-on light flasher. It takes but a moment to slip a new card into the slotted panel. Abbott supplies a series of cards for this change; or the druggist, if he wants to be original, can personalize the panel by making his own cards for insert. The back of the panel, on the store side, can also carry any variety of easily-changed messages.

Two decorative posts have what are called "alcove cut-outs." Turned so that one corner is toward the front, bottles or packages may be set inside the posts giving a shadow-box effect. Turned the other way, the post becomes a solid block so far as the watcher can see. The posts also may be laid on their sides to make a base for decorative effect or to hold drug store items.

Other box-like units, about three inches thick, tall and broad, can be used for wing-like effects or for back-grounds. It sums up to a variety of

planes or placards which can be used in connection with six-sided units susceptible to as many changes as the man in charge of window decoration can imagine.

Abbott supplies a ring binder which gives a variety of ideas and suggestions for building arrangements. This is called "Personalized Prescription Displays." It says that these are "a series of inter-related window showings which visually interpret the basic ideas upon which the success and character of prescription departments are built."

When the Abbott salesman discusses these displays with the drug store owner he tells him:

"The physician, because of his ethical standards, cannot advertise. But you, the druggist, can display in your window the imprinted prescription blanks of doctors who use your services and that will make them feel good; bring them closer to you.

### Aim: To Build Confidence

"You can feature your pharmacists by displaying their framed diplomas in your window. That will not only impress the passer-by, but it will show that you have pride in your employees and will tie them closer to you. They'll give you something extra in loyalty and services.

"Feature your pharmacists and your doctors, and the public—knowing them better, and your store better—will respond. Confidence is a valuable thing. When you impress the public with the high standards of your store and your prescription department—that means more business for you.

"In supplying you with these window displays, Abbott is giving you more than the average manufacturer gives; and the windows, as long as you use them, whisper quality, ethics and high standing to all who observe them."

This type of window, according to Charles S. Downs, advertising and sales promotion manager, did not come all at once. It was the outgrowth, he says, of studies and investigations carried on over a period of nearly two years with the aid and help of a large number of pharmacists.

These told of their desires for windows which would be handsome yet dignified and which, at the same time, would not be too greatly standardized. They liked the idea of using pieces which, while good looking, could be individualized.

There are in the United States today approximately 165,000 medical doctors—physicians and surgeons—and about 65,000 drug stores. Ten years ago there existed only a handful of



ROTO IS SECOND ONLY TO PAGE ONE IN MEN READERS

Count  
the **Readers per dollar**  
instead of **Lines per dollar**  
...then you'll  
go Roto, too!



ROTO IS SECOND ONLY TO PAGE ONE IN WOMEN READERS\*

## Help Your Dealers With Roto . . . the Class of the Mass Circulation

• Give new vitality to your advertising—back up your dealers with a campaign in the Rotogravure Sections of Sunday newspapers. Rotogravure attracts men and women of all classes, of all age groups. Rotogravure enjoys outstanding readership in every neighborhood where the paper circulates.

Your advertising in newspaper Rotogravure Sections is exposed to the maximum number of potential reader-buyers. The nationally-accepted Gallup method of surveying reader traffic in Sunday papers has conclusively proved the Rotogravure Sections' readership is second only to the papers' front page in volume.\*

Your advertising in Rotogravure Sections gets "preferred

position" regardless of the page it appears on, because the interesting pictorial content of Rotogravure Sections sustains reader-traffic to a far higher degree than any other section of the Sunday newspaper.

With Rotogravure you can cover better than 50 per cent of the nation's homes. Or, if you require only local promotion, Roto's flexibility makes it possible for you to use its magnetic appeal to boost sales in selected cities or zones.

For more information, write Kimberly-Clark Corporation. We maintain a service, research and statistical department for the convenience of advertisers and publishers. There is no charge for our service, which is available at each of our offices.

\*Based on a continual analysis of reader traffic in 21 papers in 17 key cities.

*Rotoplate*  
REG. U. S. & CAN.  
PAT. OFF.

THE NATIONALLY-ACCEPTED  
ROTOGRAVURE PAPER

Manufactured by  
**KIMBERLY-CLARK CORPORATION • NEENAH, WISCONSIN**  
Established 1872  
New York: 152 E. 42nd St. Chicago: 5 S. Michigan Ave. Los Angeles: 510 W. Sixth St.



# Beauty of Rotogravure

## — a "Stopper" that can't be beat!



**Y**OUR own eyes convince you of one important Rotogravure feature: superiority of reproduction.

For sheer beauty, for charm, for realism, Rotogravure advertising in newspapers is in a class by itself. With Rotogravure the effect striven for by the artist and photographer is maintained — not lost somewhere between the studio and newspaper presses.

Consider what Rotogravure advertising can do for your product: The Rotogravure

Section is the "de luxe" section of the Sunday newspaper. It has an atmosphere of distinction which naturally envelopes the advertising in it — thus glamorizing your product. If substitution by retailers is your problem, Roto can be a real help by realistically portraying your package. The distinguishing features created by your package designer — including color — can be vividly shown to make identification easier — substitution more difficult.

For advice on Rotogravure, call in a Kimberly-Clark man. There is no charge for our cooperation, available at each of our offices. If you advertise a food product, a special portfolio of women's or food product advertising with a special analysis is available to you. Similarly with drugs, cosmetics, etc. In this way we may be of help to you in selecting a medium which can promise you a maximum potential audience of newspaper readers.

*Rotoplate*  
REG. U. S. & CAN.  
PAT. OFF.

THE NATIONALLY-ACCEPTED  
ROTOGRAVURE PAPER

Manufactured by

**Kimberly-Clark Corporation** Established 1872 **Neenah, Wis.**

NEW YORK: 122 East 42nd Street

CHICAGO: 8 South Michigan Avenue

LOS ANGELES: 510 West Sixth Street



strictly "prescription pharmacies." Today it is estimated that there are close to 10,000 of them. Many carry no merchandise stocks other than prescription drugs and sick room supplies. The movement has grown faster in the West than in other parts of the country.

The recent growth of this specialized type of store seems to be largely the result of the average druggist's effort to increase sales volume by adding many lines of merchandise once foreign to the retail pharmacy. The resultant changed character of the ordinary drug store has been turned to profitable account by a relatively small but growing number of pharmacists who have sensed public and physician preference for prescriptions filled in stores where this is the only or principal activity. Today thousands of pharmacies which specialize less are nevertheless giving increased emphasis to their prescription departments in harmony with this apparent trend.

Abbott, preaching steadily individuality in store arrangement and sales methods, does not sell its windows; neither does it, strictly speaking, give them away. The drug store trade, more than any other business, is accustomed to stocking its shelves through "deals." While Abbott does not supply its windows as a part of a deal, to be exact, it does require the purchase of a certain amount of drugs, in dollars, as a requirement in getting its window decorations without cost.

This works to the advantage of the company in several ways. It insures sufficient merchandise to supply prescription demand; it automatically selects outlets that have reasonable volume; it encourages the dealer to buy in sufficient quantity to qualify for the window; it encourages him to feature Abbott's name and Abbott's prescription products after he has them in stock.

What is more, every time he looks at his "individual windows" he is reminded that he is a personality, and that by putting his personality more and more into his business methods he sets himself apart. In other words, his accomplishments and his successes depend upon *himself*, what he is and what he does.

Abbott salesmen to the trade all carry elaborate portfolios. These are changed, added to and built up month by month. They are tuned to ethical practice, both in business and in drugs. Among the artists who prepare advertising pieces for Abbott are Grant Wood, Thomas Benton, Arnold Blanch, James Chapin, Julio De Diego, John de Martelly, Henry Billings, Hubert Ropp, Anton Refregier and Ernest Fiene.

These paint covers and scenes reproduced in full color for booklets, small broadsides and mailing folders which go out continuously to the medical profession and to the trade. Abbott believes that the minds of doctors and druggists are attuned to high quality products and so, naturally, to high quality advertising and promotion.

It believes, too, that the public is far wiser than it was a half century ago and is confident that dignity and ethics in the store window are appreciated and respected. As proof it points to the recent growth of sales of what are known as ethical drug products.

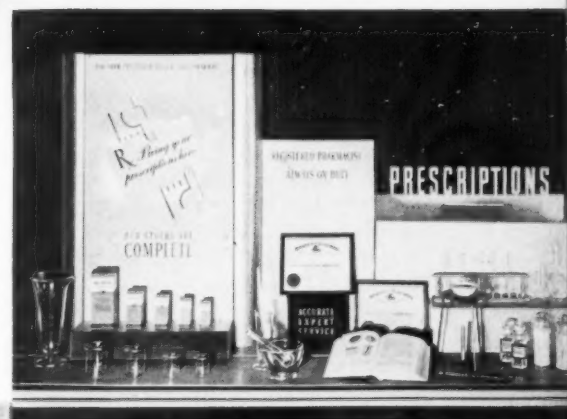
As a clincher it might cite a report

issued last October by the Bureau of Census. The definition given in the report for ethical products is "drugs and medicines not advertised to the general public, but sold to or prescribed by physicians." Proprietaries are described as "drugs and medicines in specially prepared packages, advertised for sale to the general public."

The bureau's figures show that the sale of ethical products rose from \$142,335,000 in 1937 to \$178,930,000 in 1939; while proprietaries declined from \$184,309,000 in 1937 to \$166,577,000 in 1939. That's an increase of about 25% for the ethical drugs and medicines as against a drop of 9% for the "patents."



Above is the central piece in the Abbott window display. The card in the circular cut-out is removable. Others carry such messages as "Your Physician—There is no substitute for his personal care and service"; "Capable Hands." (Illustration showing hands with pestle and mortar); "Registered Pharmacist always on duty"; "Bring your prescriptions here." At right are three arrangements of the same units to produce individualized window displays. These and other model windows are shown in an elaborate "Personalized Prescription Displays" ring binder supplied to druggists.





# A Standard Sales Talk Rings the Cash Register for Me!

A life insurance man finds that sauce for the goose is sauce for the gander—that people, by and large, respond to certain types of sales appeal, presented in a certain pattern. Why, then, not stick to these tested methods?

BY EDWARD W. MERRILL

**B**OY! am I tired!! How many times have we heard that expression gasped by a "Weary Willie" would-be insurance salesman! Possibly the sensation of fatigue is a part of the successful salesman, also; but he seldom mentions it. These expressions of over-exertion always are being gustily exhaled by the agent who is not a regular producer. The successful man, though naturally fatigued in the course of time, nevertheless is so stimulated and refreshed by his triumphs of production that he feels no inclination to sorrow over his expenditure of energy.

It is smart to be lazy, a sign of intelligence to conserve one's energy; and it certainly is an indication of stupidity for one to work unnecessarily hard. That is the basis of my enthusiasm for standardized sales presentations.

## On First Trial, 100% Success

My discovery of the value of the standardized, or canned, sales talk may have been an accident; it certainly was the result of one. A large business firm adopted the idea of salary savings insurance with our company, which meant we then had to take our story to each employee. The first and best town (best because it had more employees than any other in which the company operated in our territory) was almost a total failure for us.

We called on over 40 employees, and made only three sales. We worked for days on it. It was discouraging, because we had the best sort of introduction from the employer, and still we were getting nowhere. As salesmen we could not make a living at that rate, so we went back to selling life insurance to the usual type of prospect.

Meantime, I suffered some injuries in an automobile accident. While I was taking time out recuperating, the thought came to me that maybe we could be more effective on the salary savings selling if we could work out



"Canned" sales talk makes him a champion.

Edward W. Merrill, Topeka, Kan., is Eastern Kansas general agent for the Northwestern National Life Insurance Co. For 12 years he has been selling life insurance in Kansas and Missouri, and during the last six years he has been supervising agents as well as selling.

Selling life insurance differs little from any other selling job, Mr. Merrill believes, except that the product is an intangible. It is an idea and it costs money. Life insurance needs more selling than other things, because it is a present purchase for future delivery.



a plan to see the employees and present them a uniform, short proposal, always subject to adaptation during an individual interview.

We evolved a standardized sales presentation and, armed with it, started in on the next town. We saw eight employees, followed our pre-arranged procedure, presented our "canned" sales talks, and walked out with eight sales!

In other towns we were never quite able to reach a 100% again, but the percentage of sales was satisfactory, and the time employed proportionately much less than in that first town where we had so signally failed. The shorter interviews were more effective.

Moreover, my personal business (aside from the salary savings) im-

proved. If a standardized sales talk was so effective in the salary savings field, I could see no reason why it shouldn't be with regular prospects. After all, the only difference between "regular" and "salary savings" prospects was that in the case of the latter we had an excellent introduction to a great many "ready made" prospects. The result was gratifying; I could make more interviews; those interviews were more effective.

I have watched the effectiveness of the standardized sales talk with myself and other agents. In my own case, increased experience plus standardized sales talks eventually led to the point at which in some years I have sold three out of five persons with whom I talked seriously—90% of the cases closed were on first or second interviews. (For accuracy, it must be admitted that "repeat" business, new business on relatives of clients, and other similar advantages of course contribute to this high proportion of sales.)

## Appears to Be Spontaneous

I have made it a rule never to interview a prospect without having at hand a demonstration form or blank pad on which I can sketch my points as I go along. I also use simple graphs. These I prepare before the prospect's eyes so that he:

- (a) Can see my remarks illustrated.
- (b) Cannot stray ahead to glimpse my next point before I am ready. He cannot see it, because it isn't on the paper yet.
- (c) Knows it really was prepared for him.
- (d) Sees a moving demonstration as he hears my talk.

Although apparently spontaneous, this entire "talking picture" has been carefully worked out to utilize the same phrases which have been effective before.

Whether the sales talk is worked out by my company, or one that I have hit upon for myself is not the chief point. It is significant that since it has worked for me in previous interviews on other prospects now my clients, why should I not repeatedly use the same tried-and-proved sales appeal? Good selling is always characterized by the salesman's effort to make the decision, as well as the actual purchase, easy for the buyer. When I use the same ideas with this new prospect—the same talk that I have virtually memorized from frequent use before, I lead him along the path that other prospects have found easy in progressing to the right decision.

Oh! yes, we hear the objections

# Ride a Radio Beam Sometime

**Y**OUR OWN EXPERIENCE with radio time is the best space salesman Capper's Farmer ever had.

If you could ride one of your radio beams from its big city station . . . out . . . out . . . into the middle western countryside, you'd understand.

You'd cut through the smoke screen that limits sales vision when you're in a big city.

You'd find your radio plus response coming from the farm homes that tune you in. In this middle western area these farm families dominate some 5 billion dollars worth of retail

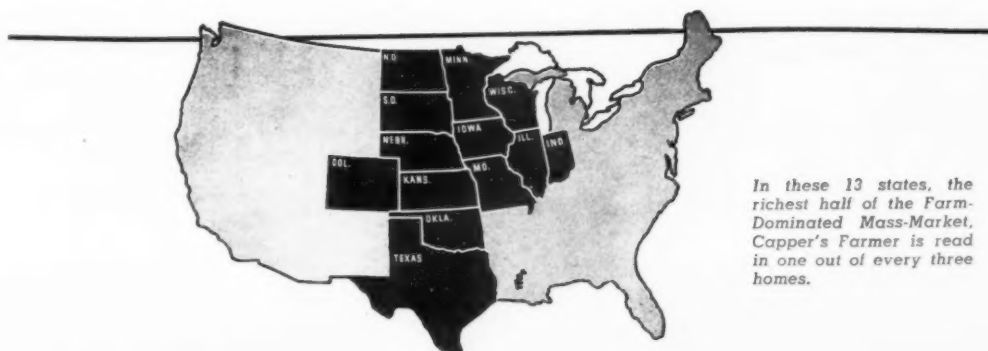
trade. And their brand preferences affect your sales importantly in countless urban centers.

It isn't just the power of radio that's doing all this for you. It is the tapping of a virgin market which too many advertisers have neglected for years.

But while radio taps the market . . . Capper's Farmer hands it to you on a silver platter . . . at very low cost.

For, in this great middle western Farm-Dominated Market Capper's Farmer is read thoroughly in one out of every three farm homes.

## CAPPER'S FARMER TOPEKA, KANSAS



*In these 13 states, the richest half of the Farm-Dominated Mass-Market, Capper's Farmer is read in one out of every three homes.*

# BUSINESS is GOOD in DETROIT

**D**ETROIT has hit a mighty pace industrially. The weekly pay check of the average workman has grown to an average \$35.58, for a raise of \$3.70 in the past year. The value of new factory buildings in 1940 was three times that of 1939 and 14,200—or 44% more—new homes are under construction. Retail sales are up 20% and getting stronger daily.

Defense orders received in the area are well over the half-billion mark and 1941 is seeing manufacturing operations . . . and employment and wages . . . boosted to levels never reached before.

There are sales here in Detroit for a good product adequately advertised in the area's only morning newspaper . . . The Detroit Free Press. With 322,683 Week-day circulation, this liberal newspaper has its greatest influence in the homes where dollars are ready for spending.

**Detroit**  
**Free**  
**Press**

On Guard for Over a Century  
John B. Woodward, Inc.,  
National Representatives  
Member Metropolitan Sunday Newspapers, Inc.

raised: "That same line grows old," "It gets out of date," "Other agents may be using the same chatter, etc. Well, I suppose that even the Golden Rule has been attacked at times by arguments as plausible on the surface, but as weak when analyzed.

To whom does the standardized sales talk get old? It becomes that way to the salesman who attempts merely to memorize the words, who does not feel a true thrill at what life insurance will do for this prospect's ambitions, to the salesman who is so lacking in adaptation that he does not throw in personal touches, phrases which perfectly fit the individual prospect—in other words, to the man who will miss the boat by an even wider margin through any other method or lack of method he may attempt to use.

This really answers the other objections, too, for by personal application and a true effort to know his prospect, the salesman with a standardized sales talk, makes that talk his main route to guide him safely through the interview. Even though he makes slight detours to adapt to the individual case, he always has a guide post to draw himself and his prospect's attention back again to the central thought, which of course points toward correct decision and a sale.

## Parable of 1,000 Horses

It is ridiculous to refuse to employ dependable standardized sales talks. Imagine a rancher with a herd of a thousand wild, untrained horses. First, he tries out riding a different one every day, roping for use whichever one he happens to corner each morning. Every night when finished with the "mustang," he turns it loose to run with the herd, and the "catch-as-catch-can" process is repeated the next day. If we optimistically assume that the rancher is tough enough to survive that hazardous strain, we at least must forecast that he will finally decide on, "This horse I am riding today is a smooth-gaited one, and a good traveler. Tonight I shall not turn him out to the range herd. I'll put him in the barn, care for him well, and ride him every time I need a saddle horse."

All goes fine for the rancher for a time. The horse improves its good qualities by repeated use, and the rancher rides more miles of range, does more work, does it more easily, and is less fatigued and never battered at night.

Then comes a day when he slips. He begins to feel that life is monotonous. He decides to go back to "riding them as they come," "using a little originality, and getting more variety into

things." He sets his dependable, well-broken horse free again on the range and gets a fresh one, *with plenty of originality*—and you know the rest.

It would be a good thing for us salesmen if we could literally get the same sort of shaking up when we idiotically permit ourselves to use the same lack of sense. An intelligent salesman could devise at least a thousand—in fact, an unlimited number—of sales talks if he made no effort to repeat on the good ones. But of what use would the number be?

Some one says as a last feeble resistance, "I just don't like a *canned talk*." There again the logic is misplaced by improper emphasis on terms. Years ago, when canning processes were not so advanced, people were correctly critical of canned food. But to employ the same phraseology of the protestor quoted, many of the finest flavored foods now are canned, for definite advantages, reasons à propos to our discussion of salesmanship.

## Well, What's Wrong with Cans?

The canning process (1) purifies and refines the food; (2) renders the food quickly usable on short notice at any time of the day or night 365 days of the year; (3) makes uniform and dependable the sweetness and flavor which we users have learned to expect. In fact, it is more appropriate now to refer to *preserving* food by this canning process. (All sales supervisors could well note how those three points of canning food parallel the advantages of canning the sales talk.)

At last, we have a man who can "eat his cake and keep it, too." The salesman who employs standardized sales talks has that advantage. Every





time he uses the talk, he becomes more natural and effective in presenting it. It will be still better the next time. "The cake gets sweeter with each eating."

Then why do we have so many ineffective attempts at selling without the employment of these principles? One type of objection has been mentioned; but probably the true reason, not often admitted, is that it is too much trouble to be systematic, and to generate enough patient industry to master the presentation of proved standardized talks offered us, or to develop any of our own.

Then, the fellow who does get himself mentally well equipped with these dependable tools of our business and who goes out without his kit, by accident or intent, to do impromptu work "just as the notion strikes him," is like the amateur cook who goes to the kitchen, throws the recipe book out the window, and "goes it alone" from there on. The cook finds that he even has to go it alone when the time comes to eat the results of his efforts.

Human nature in all of us is pretty much the same. We all are lazy, and dislike the definite requirements of this sort of system. Through downright stupidity, we miss this point: If we go to the trouble to catch and ride the same horse every day, soon the work becomes easier, and we really are conserving our energy. We ride the horse down different lanes each day, but we have the same comfortable feeling on a horse we know.

Likewise, it is true that such sales talks are safe, for the human nature of our prospects is quite standardized; objections are almost canned, and definitely standardized within limits. Thus our listeners will hear us through with a greater degree of attention and agreement if we rely—not on chance inspiration—on the simple, dependable, time-tested thoughts, prepared and organized in advance and preserved in our minds for use as we need them.

### Keglined Goes on Air

American Can Co., N. Y., returns to the air April 7 with a comedy-mystery show on some 70 Mutual Broadcasting System stations. It will be heard each Monday night on behalf of beer and ale in Keglined cans.

Color pages in *Collier's* and *Life*, an innovation for the company, and space in some 10 to 12 brewery and grocery business papers are additional. The magazine copy breaks the week of May 1. Both portions of the campaign will be on a year-around basis.

Newspaper space on radio program pages will be used to call attention to the show. Young & Rubicam, N. Y., is the agency.

MARCH 15, 1941



## NOW ALL BUSINESS HAS TO MOVE FAST

RECENTLY a business organization crammed what is ordinarily a three-months trip of sales conferences into 12 days—by flying! And that's typical of what's happening in all kinds of business today. Air travel has become indispensable to keep up with the newly-accelerated pace of business.

A glance at the map of United Air Lines' nation-wide system, which serves the industrial, commercial and financial and national

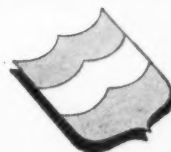
defense centers of the nation either directly or by convenient connection, shows how it is possible to fit your business to today's faster tempo. In Mainliners you can span the continent overnight—and United's 1941 fares offer substantial economies.

For information about United's fast, frequent service to "Anywhere by Air," call travel agents, hotels or the United office in your city.

### Typical Examples of United's Fast Service

Chicago-New York.....	3 hrs. 59 min.
Los Angeles-Detroit.....	14 hrs. 31 min.
Cleveland-Chicago.....	2 hrs. 10 min.
Denver-Washington.....	10 hrs. 15 min.
San Francisco-Chicago.....	11 hrs. 42 min.
Seattle-New York.....	18 hrs. 24 min.
Portland-Los Angeles.....	5 hrs. 50 min.

# UNITED AIR LINES



# Clinic Notes for a Client Who Is Seeking Commission Salesmen

Turnover on the sales force is at an all-time high. Training costs are terrific. The company cannot attract suitable applicants. What to do?

BY HARRY SIMMONS

**C**LIENT: A manufacturer employing from 25 to 40 salesmen, all on straight commission, selling a product with a mechanical background. In business 25 years; well rated by Dun & Bradstreet; operates in the territory east of the Mississippi River and north of the Mason-Dixon line.

*Client's Problem:* How to acquire an additional ten to 15 experienced salesmen to complete his sales force. Requirements: At least five years' selling experience; should have car; neat appearing; mechanical minded; good mixer; aggressive salesman; resident in territory.

Complains that for several years his ratio of unsatisfactory to satisfactory salesmen has jumped from three to one to the extraordinary figure of nine to one. That it is becoming extremely difficult and increasingly expensive for him to hire and to keep good salesmen.

## Sell First, Eat Later?

Advertises for men in newspaper classified columns. Where he formerly got from 25 to 30 replies to an advertisement, he now gets four or five. Has tried other avenues, such as employe-contacts, all kinds of local associations, chambers of commerce, employment agencies, business periodical advertising, with no more success. Hires all men on straight commission basis; pays no drawing account advance, salary, or car expense whatever. Cannot understand why men who choose selling as a career should not be satisfied to work on this basis.

Has men who have been with him ten to 15 years. Says one man earned \$18,000 last year; majority run from \$4,000 to \$6,000 per year. Admits that the selling profession has been ruined by other manufacturers who take unfair advantage of their salesmen. Does not consider himself in that class, because he says his "human

relations" with his salesmen are excellent.

*Suggestions to Client:* Try offering a reasonable drawing account to be charged against future commissions. Says he already does so; his conception of "drawing account" is prompt payment of commissions each week.

Why not offer payment of car expenses? He insists salesmen should operate their own cars at their own expense as part of their selling equipment.

## "Let the Others Train 'Em"

Why not offer small salary to cover living expenses, plus commissions? Says if he had to pay his men a salary, he would sooner liquidate and get out of business.

Why not select and hire good college graduates at small starting salary plus commissions, and train them his own way for permanent jobs? Says he does not care to bother with training men . . . "Let the other fellows train 'em, and then I'll take 'em!"

Why not call on branches of Forty Plus Clubs in various cities in his territory, so as to acquire men already well trained and experienced? Says he is not interested in acquiring mature, skilled salesmen of this caliber unless he can get them on a straight commission basis.

*General Comments:* States emphatically that he helps his men *after* they are with him—"fine human relations"—in cases of emergency, illness, etc., treats them very well. Cannot understand that paternalistic attitude does not replace sound, fair hiring methods in the first place.

Insists that he will not change his proposition to his men; that he will not gamble a penny on advances of any kind to his salesmen. Says the salesmen who go to work for him must have so much faith in their ability to sell his line that *they* must be willing to take all the gamble. Insists that he does his full part when

he offers them an *opportunity!*

Cannot read the handwriting on the wall and does not realize (or will not admit) that times and conditions and employment ideas have gradually changed since he started business 25 years ago. That the terrific exploitation of salesmen during depression years have taken their toll of men's faith in sales ability, of belief in selling methods, and of interest in selling as a career. Expresses bewilderment in continued lack of response to his classified advertisements.

Does not understand that other employers, like himself, have for many years taken the same short-sighted attitude of "let the other fellows train 'em, and I'll take 'em"; and that as a natural result there is a widespread shortage of trained, skilled, capable salesmen.

Is embittered at New Deal, war conditions, etc. Complains that the country is "going to the dogs" because salesmen are no longer falling over themselves to work on a speculative basis. Also complains that many men seem willing to work elsewhere for a definite salary of \$15 or \$20 a week, rather than take a chance on a higher paying commission job!

## Men Risk Their Capital, Too

Insists that he is entitled to a certain, fair return on the capital invested in his business. But he cannot understand why salesmen should also be entitled to a certain, fair return on *their* capital; and that the salesman's capital consists of his education, his personality and wardrobe, his experience and effort, his car investment and expenses, and his reasonable living costs.

Following are extracts from a letter to the client:

"Forty Plus Clubs offer a definite opportunity for you to get in touch with mature, seasoned men of judgment, experience and ability. If the Clubs are not in the cities you want to operate from, frequently they have men who will consider transferring to the necessary locations, provided they can be convinced that your company offers permanent, attractive possibilities for a job that will pay a living income and a little better.

"However, don't make the mistake of presenting your proposition to men of this caliber from the standpoint of



## The bedtime story that woke up the trade

**SIMMONS CO.** launched a "trading up" drive on Beautyrest mattresses last fall with a four-color double spread in *The Saturday Evening Post* as the spearhead. Blow-ups and Post-covered reprints were sent to the trade, copies of the Post were distributed to the key men in the trade by Simmons representatives.

Results smashed Simmons records:

Beautyrest sales went up 51% over normal.

September was the third largest month in Simmons

history—biggest month in over 10 years.

Striking proof of the power of the Post?

Yes... but not surprising to Simmons, who have made successes through the Post for 20 years.

They, and hundreds of other advertisers, know the Post wins more aggressive support from dealers than any other magazine ever has.

Because dealers know people have more confidence in Post advertising—and read it more attentively.

People pay attention when you put it in the

# POST



MARCH 15, 1941

[ 65 ]





"I'd like two pounds of pièce de resistance, please!"



a straight commission job. These men have been through the mill, and they know just what that means. You've got to devise a more attractive approach to interest men of this character. The approach I have in mind is very definitely suggested in the revised copy I am giving you below for your classified newspaper advertising:

#### INDUSTRIAL SALESMAN FOR PERMANENT JOB

Well-paying position with nationally known 25-year-old firm, highly rated by Dun & Bradstreet. Reasonable drawing account against commissions. No investment required! Products in steady, repeat demand; used by leading concerns everywhere; guaranteed and bonded by ..... Insurance Company. Profitable, exclusive territory (fully protected). If you are experienced selling to engineers, building supts., industrial buyers, and would appreciate connection with company known for its humane employee-relations, telephone Mr. .... Hotel .....

"Now, let's analyze this advertisement to see where and why I have changed it from your previous copy. The 'well-paying position' will attract attention; because even if men

are accustomed to discounting what some advertisers say, they might feel from this advertisement that the position would at least pay. The 'Dun & Bradstreet' rating is important as indicating that you are not a 'fly-by-night.' They can easily look you up in Dun's Reference Book wherever they are, and it will be to your credit.

"Here is the most important clause of all: 'Reasonable drawing account against commissions.' This is perhaps one of the focal points of your greatest trouble today. As a matter of fact, I would even prefer to see you make this clause read: 'Reasonable drawing account advanced against commissions.' Unfortunately, some people have the wrong conception of what a 'drawing account' really is. When I asked you if you paid a drawing account, you answered me 'Yes' . . . that you paid all commissions promptly at the end of each week. That, sir, is *not* a drawing account; that is merely begging the question; and if you tell that to an applicant, you're not kidding the applicant (if he has any sense); you're only kidding your-

self, and at the same time you are standing in your own way.

"The proper, correct and humane definition of a 'drawing account' is a definite income agreed to be paid the salesman *each week*, to be charged against commissions as they accrue. I believe this is the only way you can expect to interest good men in your proposition in these times; and regardless of your stated disagreement with me, and regardless of your statement that you will not 'change the proposition to your salesman,' I still believe that you *can* change the proposition to your salesman so as to be fairly safe for you and more fair and attractive to salesmen. This means that you will have to be more particular in selecting your men; but I think with the proposition changed in this way, you can get a better grade of men to choose from. It means, also, that after you put your hands on the right men, you will go out of your way to meet them half way with a financial proposition that will enable them to live without worry while they are building up *your* business.

#### Long Profit Offsets Loss

"If you can get the right kind of men to work with, you can afford to carry them along for 30 to 60 days with a reasonable drawing account; because unless a man is an absolute dope, and unless your proposition and product are no good at all, your men will make some sales and you will not be left holding the bag entirely. You may, now and then, be 'stuck' for a little drawing account money; but even so, it will not be entirely a loss because it will be offset by the missionary work, the sales promotion and publicity effort, and the actual sales work done with your customers and your prospects!

"The clause, 'bonded by ..... Insurance Company' will be more effective because it is more specific; in other words, you are laying your cards on the table. The last clause, 'appreciate connection with company known for its humane-employee relations' is self-explanatory and should carry tremendous weight with prospective salesmen. You yourself convinced me about that by what you told me of the way you take care of your men; so why not capitalize on it?

"Now, let's discuss something else. You told me that your men, by and large, average from \$4,000 to \$6,000 a year. That is good money in any salesman's language, if it is actually so. If it is so, then I believe you can certainly afford to 'gamble' (if it can be called gambling) 25% of this—

or at least \$1,000 a year—on building up the right kind of men yourself. There are several ways to do this:

"First, you could select very carefully a few 'junior salesmen' to work along some of your better men for a while until they know their stuff and can be sent out on their own. You could afford to pay them on the basis of \$20 a week straight salary for a few weeks until they learn *your* business, and *then* put them out in your vacant territories on the same \$20 a week changed over to a 'drawing account chargeable against future commissions.' I don't agree that you *must* have men who live in the actual territories; because any good salesman can go into *any* territory and within a very short time get fully acquainted with it.

"Second, I must contradict you again by saying that I believe you can occasionally pick up a good man or two or three from college graduates who could be interested in making salesmanship a career on the financial basis mentioned in the previous paragraph. Some of these men may be young in years and inexperienced in selling; but you and your senior salesmen can afford to give them a little training to build them up for *yourself*. And if you keep in close touch with them, and take care of them as you say you do, you have a good chance of *keeping* most of these men. Naturally, it is all a question of very careful selection and training.

#### Future Hiring on 50-50 Basis

"Third, by following through on this same sort of a financial arrangement, I believe you can get better men through your classified advertising. You can also pick up a few good men through the Forty Plus Clubs; and possibly also by advertising in the classified columns of good business periodicals.

"You told me you have tried about everything except radio. Why not try an occasional radio shot, and see how it works out? Especially if you can include some attractive bait as 'satisfactory advance drawing accounts to the right men.' The other day, on my own radio here, I heard someone making spot announcements looking for men to enter air conditioning sales work. It is being done; and it must be worth while. At least, you can try it out modestly in one or two selected areas.

"Finally, I want to say that I believe the day is over in this country—regardless of the New Deal, the war, or anything else—when worthwhile salesmen can be hired by average

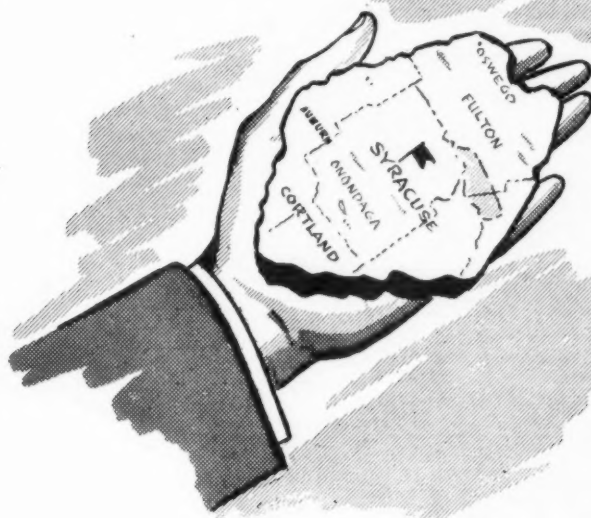
manufacturers on a 100% speculative basis. Men of all kinds, classes and backgrounds have learned too much about the wrong kind of hiring by the wrong kind of employers the past few years. As a result, even the good employers now have to suffer. In future, men will be hired on a 50-50 basis . . . 50% of the gamble on each side of the fence, the employer's and the salesman's. Make no mistake about this trend and this situation; it is definite, it is clearly understood, and it is here to stay. This means that employers will have to be more care-

ful in their selections; more thorough in their training; and more humane in their relations with salesmen."

Multiply this manufacturer by at least 100,000; and we begin to get some conception of what is happening to the profession of selling as a career, or even as a stepping-stone.

Where will our future salesmen come from? What will happen to the process of distribution when the well dries up?

Finally, who is going to assume the job of re-educating employers of this type, and of educating new employers?



## THE SYRACUSE HERALD-JOURNAL PUTS THE RICH CENTRAL N. Y. MARKET --IN THE PALM OF YOUR HAND

**97½% COVERAGE in SYRACUSE**

➡ **REACHING 50,000 FAMILIES OUT  
OF 53,000 IN SYRACUSE.**

➡ **IN ADDITION TO 50,000 MORE  
FAMILIES OUTSIDE OF SYRACUSE.**

## THE SYRACUSE HERALD-JOURNAL

*Sells Central New York at One Low Cost*

**ASK YOUR PAUL BLOCK REPRESENTATIVE**



# Packages Women Like and Dislike: A New Sales Management Survey

(Continued from page 22)

casually spoken of faults in packaging and said, "Don't you listeners feel that way too?"

"Anchor tops and square cans with keys usually can cause a human explosion in my kitchen."

"Here is my 'pet peeve.' It is the can top on Sani-Flush, which must first be pried loose, soon corrodes when the contents are exposed to the air, and does not fit unless pounded back into place, when it has to be pried loose again. If the lid is not forced back, the product soon becomes hard and has to be chipped loose."

"I enjoyed your broadcast Monday and would like you to know my pet peeve in containers. It is tins that have to be opened with a key."

"Cross & Blackwell's jams are grand, but when you open the jar you can't close it. I have to take mine out as I hate the unclosed jar. I hate to do it, so buy a jam with a screw top."

"I agree with you: Ammonia bottles are awful, also vanilla bottles, olive bottles, and sweet oil bottles—tip over, on the slightest excuse."

"My pet peeve is the top on Nestle's Ever-Ready cocoa. It always falls into the can."

"Invariably spice cans have the opening in the center of the can and have a regular 'fence' that stands up to keep the spices on top of the can, when trying to measure an exact amount. And another peeve: Jars of jam, jellies and relishes usually have fancy shapes with corners and humped shoulders so that a lot is wasted these days when one has to try to be economical and save the pennies."

"My pet aversion is the narrow-bottomed extract bottle that humanity has been suffering from for generations. Why does not someone invent a big bottomed, efficient bottle? I have said so many 'damns.'"

"My pet peeves: The present way prunes and other dried fruits are packed, there is no place to open package neatly and after using, to seal sanitarily. The same goes for package tea — specifically, Lipton's. I always spill contents all over box instead of keeping neatly inside silver wrapping. Get awfully annoyed."

"My pet peeves are small, round tin spice cans with the tops so poorly made that in order to shake out the spices for sifting or larger quantities (even much-used pepper) the tops will not slide until one's finger nails are broken and torn."

"May I say the can I detest to open is a sardine can. I always cut or dig my hands when I try to open one of these cans. I really avoid buying sardines for this reason. The package which I find most difficult to open without spilling some is cornstarch. I do think they could improve on these."

"My pet peeve is the small mouth catsup bottle (Heinz) which after the first serving looks so messy. If a change of serving containers is desired it is so tedious and wasteful to pour out into another."

"It was only yesterday when I went to open a jar of olives and pickles that I wished manufacturers would do away with anchor tops on jars as they never fit on the jar again after they are once taken off. I would suggest screw tops on all jars and bottles as when they are put back on the jar they stay on."

"My pet peeve is olive bottles and olive oil bottles."

"I certainly have a pet peeve as regards things that are hard to open: The small size Richardson and Robbins canned chicken. After a few turns of the key the fiendish little thing breaks off and then the larger part of the can slips up over the smaller part, gets interlocked, slips about, nothing to hold onto \*—\*—!, etc. If the can were grooved (like Crisco, for instance), it would cut merrily around and save my sanity. I feel furious all over right now just remembering the many times it has aggravated me. I have taken to buying other makes just on account of the difficulty in opening the R & R make."

"Several weeks ago I procured, from my grocer, the Ritter buffet jar of catsup, also chili-sauce. It certainly is an improvement in packaging of said articles."

"My pet peeve is the Cream of Wheat box. I don't know of any cereal box harder to open. The cardboard is so tough and there is no way to start it. . . . I use an old time can opener, then while the package is in use there is no way of closing it to keep the dust out."



"I keep dreaming I'm in a Catsup bottle, and no one can shake ME out!"

P. J. Ritter Co., advertising its catsup and chili sauce in "Buffet Bowls," translates the ladies' pet peeve into this nightmare.

"I would like to see screw tops on as many containers as possible. Or I might better say I would like to see eliminated all tops such as are used on ginger ale bottles and peanut butter glasses (Derby Foods, Inc.), etc., that have to be pried off and will never go on again right."

"I wish Hellman's Mayonnaise were put in bottles with screw tops so that I could use these in my canning and preserving. Besides they are bulky and odd in size and must be thrown out after emptied."

"If more cereals had the Ralston pouring spout it would make measuring easier."

"My pet peeve is canned molasses. Haven't found one that isn't messy."

"My pet peeve is a spice box that I can't get into with a spoon."

"Pet peeve: Flour packaging. Gold Medal Flour. All good brands of flour are packaged in paper, so sealed that the package cannot be opened without scattering flour all over table and/or floor. All five- and ten-lb. packages contain recipe booklets, lost in the flour and full of the flour; they must be fished out; they scatter flour; they cannot be read without filling the air with a dust of flour. Suggestion: Proper folding of top of package would permit releasing an end-fold to be used as a spout in emptying package. Recipes should be printed on outside of package."

"My pet peeve is to get a jar with an anchor top."

"Some of my container peeves are: Tall jars for jams and peanut butter, syrup in cans as Karo, and small bottles that fall over easily like shoe polish (liquid) or Danya."

"I think the Minute Tapioca people should add spouts to their package."

"My pet peeve is the tops on olive and pickle jars that have to be pried off."

"I think the catsup bottle should be made more attractive for table use."

"I certainly do wish they'd put some waxed paper about the carton of Shredded Wheat to keep it fresh."

"Some of my pet peeves are cocoa can covers and sardine can tops that do not open readily. I also wish that the people who sew up the sugar bags would use a colored thread or some other indication on the side that one begins unravelling."

"I would like to have a pouring spout like Ralston Cereal has on the following cereals which I use: Cream of Rice, Wheatena, H-O., Hecker's Cream Farina."

"Please tell the Wheatena Co. their package is enough to drive me to Ralston's. The product is excellent, but oh! that package—it spills all over."

"This is a family peeve: We consume a two-pound jar of peanut butter weekly and when the jar is half empty the knife or whatever we use is all smeared because the jar is too deep for any ordinary spoon or knife. Couldn't the jar be made lower and wider to do away with these inconveniences?"

"My pet peeve on packaging is catsup bottles with narrow tops and glass containers with six or eight side panels."



# \$280,768,840\*



## DID YOU GET WHAT YOU WANTED?

That string of figures represents what advertisers spent for *space alone* in magazines, farm papers and for radio time during 1940.\* When the figures for 1941 are in they'll probably be as big—or bigger. Some of 1941's expenditures will turn into sound investment. Others will have to be written off as speculations that turned into duds.

You can do a sounder job of selling in the nation's markets if your advertising program is Ross Federal tested. By knowing what kind of advertising, where placed, and when, will bring maximum returns — by knowing the facts, prejudices, preferences that make up the buying habits of people who are or should be your best prospects, you can get rid of the

bugbear of hit or miss spending and make advertising really work for you.

Ross Federal Research personal interview surveys, drawn right from the heart of the market, anywhere in the country, report to you the consumer's real reaction to your product, your advertising, your company. A Ross Federal marketing study gives you the impartial information you've been wanting.

Whether you need facts drawn from a limited area or from the entire country, Ross Federal can get them for you quickly, accurately and economically. Why not call in a Ross Federal man today and let him explain what marketing research can do to increase your sales and profits?

\*As reported by *Printers' Ink Weekly* and *Publishers' Information Bureau*.

## ROSS FEDERAL RESEARCH

**CORPORATION • 18 EAST 48th STREET • NEW YORK**

Boston New Haven Albany Buffalo Philadelphia Pittsburgh Cleveland  
Cincinnati Washington Charlotte Memphis Atlanta New Orleans Detroit  
Chicago Milwaukee Minneapolis Des Moines Kansas City Indianapolis  
Omaha St. Louis Dallas Oklahoma City Los Angeles San Francisco  
Portland Seattle Salt Lake City Denver



# Marketing Flashes

## Putting Zingo into the Assets-and-Liabilities Report—Taking Stock Makes Order-taking Easy

## Nylon Neckties

Cluett, Peabody & Co., N. Y., maker of Arrow haberdashery, will put nylon neckties on sale June 1. Claiming that they are wrinkle resistant, and with the appearance and elasticity of silk with far greater durability, the company says they are better known than any other synthetic textile.

Sixteen different colors will be offered at first at a suggested retail price of \$1.65 each. Eventually nylon ties will be made in all the various weaves, patterns and colors now available in silk; but because of the limited supply of nylon at present, only grenadine in solid colors are on hand. A campaign of dealer helps will tell the public about the novelty.

## Different Annual Report

Western & Southern Life Insurance Co., Cincinnati, has made its 53rd annual statement a readable, interesting report—instead of the usual juiceless table beloved by accountants, and nobody else. Four-color lithography and pictographs show life insurance as a "wall of protection" around a typical town.

Each block in the wall represents a certain group of the company's assets—U. S. bonds, cash in banks, etc. On fully opening the eight-page folder, another picturization of each asset is presented. U. S. bonds are represented by the Capitol; preferred stocks are busy factories, etc.

First reports from the salesmen, who will use the folder in solicitation, indicate remarkable enthusiasm. One agent wrote, "Our seal bears the inscription, 'A human institution serving

human needs,' and now for the first time we have an annual statement to prove it right off."

Unfortunately SM's reproduction of part of the folder is not in colors and doesn't do it justice. If you want an idea on how to add sparkle to your reports, the company would send a copy at the drop of a postcard.

## Inventory-Order

Gibson Wine Co., Covington and Cincinnati, is employing an inventory-order system that is capable of adaptation by other lines.

Under it, Gibson salesmen take inventory of a retailer's stock before asking for an order. Combination printed forms are used which are both order blanks and inventory sheets. Each sheet carries a vertical listing, by brands and types, of all Gibson wines. Opposite each type are columns in which the salesman notes the dealer's "normal stock" of this wine, his present inventory, and the amount of the re-order. The latter should be the difference between present inventory and the "normal stock" of each item.

In installing the system, the salesman and dealer have decided what constitutes "normal stock." A permanent record is made of this, which may be quickly consulted. Normal stock figures may be revised up or down as demand or market conditions suggest.

Considerable time is required to complete the initial inventory, but on subsequent visits the salesman is able to determine quickly and accurately the actual needs of the retailer. Gibson tells the dealer that the system

helps him keep constant adequate stocks, neither more nor less than his volume warrants.

## Policies Take Wings

In many states accident and health insurance contracts are not valid until they are received and accepted by policyholders. And, the quicker a policy is delivered, the less chance there is of a sale fading away.

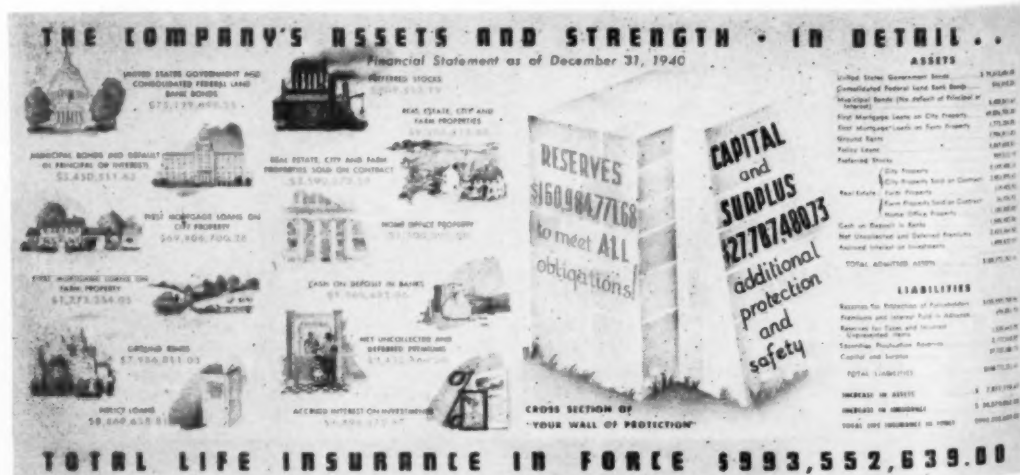
Because of these facts, Mutual Benefit Health and Accident Association and United Benefit Life Insurance Co., of Omaha, six years ago began experiments with air express. They have 150 branches all over the U. S. where 14,000 salesmen work. Their volume of air express grew to 7,200 shipments *outbound* from Omaha in 1939, and topped that last year—not to mention incoming applications, correspondence, etc.

Planes, plus air express pick-up and delivery in Omaha and all of the branch offices, usually puts a policy into a client's hands within two days after he signs the application. Omaha is close to the exact center of the country, so the home office is close to every other office. Most of the 150 Mutual and United branches are in airport cities. Express service to off-line communities is handled by a combination of rail and plane.

## Science in Fund Raising

Sales training entered a new field when it played an important part in raising the largest community fund ever gathered. In an 18-day drive the Greater Boston Community Fund raised \$4,906,000, exceeding its quota and increasing the average contribution over previous years.

Several weeks prior to the drive, the Sales Managers' Club of the Boston Chamber of Commerce was asked to take charge of training the fund solicitors. M. J. Lacy, of Lacy Institute, gave intensive training to Club



Here's the inside of the folder. The outside shows "Americaville," a typical town, as a relief map in colors protected by the wall of strength of W. & S. insurance.

# A STATEMENT OF POLICY

*By The New Publisher of Macfadden Magazines*

WITH THE retirement of Bernarr Macfadden as active head of Macfadden publications, it is proper that the management which is to carry on in the tradition he began should make known its course and purpose. This message, then, is addressed to all who have been readers of these magazines; to the advertisers who have invested many millions in the progress of Macfadden publications; and to those trustees of good opinion, the advertising agencies.

For more than half a century, Bernarr Macfadden has worked for the welfare of people. He did much to make public health a matter of individual well-being, and his early efforts were directed toward a dramatization of physical fitness. He opened the windows of the American home; he made exercise intelligent; he put vitamins, fruit juices and whole-grain bread on the American family menu. With bold and honest words, he tore away the private secrecies of disease to expose it as a public problem. As American life grew more complex, Macfadden magazines were expanded in number and broadened in concept to meet the new necessities of living. The necessities of the mind and the spirit; the new pressures and problems, the added responsibilities of the individual.

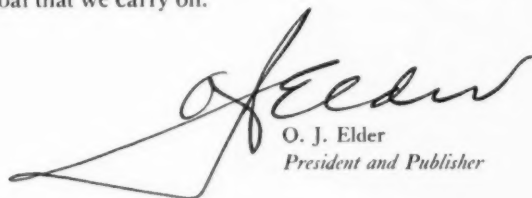
Bernarr Macfadden early recognized magazines as mediums of public education. Beginning with a pamphlet as a vehicle for his then advanced ideas, his publications have grown in number and circulation, have become a force in American opinion. Today, the Ameri-

can people buy nearly two hundred million copies of Macfadden magazines a year. These magazines have achieved this importance in American life because the ideas they carry from publisher to reader are vital, real — close to the aims and wants of people.

His work so well begun and done, Bernarr Macfadden now retires; but the principles and purposes toward which he strove continue. He passes command to those men most closely identified with the accomplishments of this company. Men who have worked for upwards of a quarter of a century to build this institution; men whose intelligent labors are not measured alone in years of service.

Publishing, it has been said, is a business of paper, and ink — and brains. I think it is something more than that, something bigger. Publishing is also concerned with the public good, with that understanding of human hopes and motives which makes a publication at once a leader of opinion — and the voice of the people. We believe in America and its people. In the right of the individual to be happy; in the necessity of the individual to understand himself, his fellow-men, and the forces which make his world. We accept the responsibility of the publisher to arouse this understanding; to interpret the problems which confront Americans; to provide the materials for their major decisions and minor pleasures.

It is in this image that the new management is made. It is in this belief that we continue. It is with this goal that we carry on.



O. J. Elder  
President and Publisher

*Macfadden Publications, Inc.*



# Choosing Your

ON A \$50,000



## THE "SPLASH" MODEL

—showy but short in a lot of important places



## THE "BILLOW" MODEL

—covers a lot of territory but makes no impression

Where else but on the Blue Network of NBC, can you get so much coverage, such good coverage with a modest budget?

HERE'S WHAT YOUR MONEY WILL BUY ON THE BLUE

Net Cost	Period	Duration	No. of Stations
\$50,649.30	¼ Hr.—Sun. Aft.	13 Weeks	53
54,834.00	25 Min.—Eve.	13 Weeks	53
55,051.36	¼ Hr.—Eve.	13 Weeks	95
61,932.78	¼ Hr.—Sun. Aft.	13 Weeks	95
65,800.80	¼ Hr.—Eve.	13 Weeks	53
84,750.12	¼ Hr.—Day	26 Weeks	95
90,043.20	¼ Hr.—Eve.	26 Weeks	53
106,782.00	5-¼ Hrs.—Day	13 Weeks	53
110,102.72	¼ Hr.—Eve.	26 Weeks	95
117,748.80	¼ Hr.—Sun. Aft.	52 Weeks	53
123,865.56	¼ Hr.—Sun. Aft.	26 Weeks	95
131,601.60	¼ Hr.—Eve.	26 Weeks	53
137,628.40	25 Min.—Eve.	26 Weeks	95
156,998.40	¼ Hr.—Eve.	52 Weeks	53
176,623.20	¼ Hr.—Sun. Aft.	52 Weeks	53
197,168.40	¼ Hr.—Eve.	52 Weeks	26



"UNDER A COVER OF BLUE"  
(and we do mean network)

—good coverage where coverage counts

# COVERAGE...

200,000 BUDGET!

the choice between frying pan and fire  
a pleasant dilemma compared to that  
the advertiser with a limited—or rela-  
tively small—budget. He is torn between  
the necessity for continuity and the de-  
sire for impression, faced with the double  
duty of making his money go a long  
way, yet dig deeply.

To such an advertiser, who doesn't  
look upon any sum under \$200,000 as  
merely "a drop in the budget," the Blue  
Network of NBC comes as a happy  
revelation that he can have his cake, yet  
eat it too.

On the Blue Network he receives  
coverage where it counts—in the Money  
Markets, the vital centers of the nation's  
buying power. He does a national adver-  
tising job, yet he does it at the lowest  
cost of any medium entering the home.

And the Blue Network's wealth of low-  
cost, high-audience programs allows him  
to combine continuity with impression.

We invite those advertisers who are  
now on the air to compare the chart on  
the opposite page with their own current  
set-up. But we particularly hope that  
many an advertiser who believes he can-  
not afford radio will now feel that he  
cannot afford to be without it!

Name your own budget. Your Blue  
salesman will gladly show you how much  
coverage and what splendid coverage you  
can obtain "under a cover of Blue."

**BLUE BOOST!** In a short time the complete  
Blue Network will be composed of 101 stations

NATIONAL BROADCASTING COMPANY  
*A Radio Corporation of America Service*

**THE Blue NETWORK OF NBC**  
*Sales thru the air with the greatest of ease*

members, teaching them how to handle meetings at which the actual solicitors were trained.

In ten days they conducted over 100 meetings, with unit attendance as high as 500 and a total audience of several thousand. Solicitors were shown a still film prepared for use with the Visible Education Machine. This covered the entire solicitation.

Each solicitor was urged to fill in the prospect's name on the pledge card, to indicate an expected contribution. As soon as the interview was begun, the pledge card was placed in sight, so that the prospect became familiar with its appearance and did not assume the attitude that appearance of the card indicated a crucial point in the interview. Furthermore, the card was instantly available when the pros-

pect indicated readiness to sign the pledge.

The actual presentation centered around the Self Starter, a spiral-bound, 5½" by 8½", easel-type book so made up that, while the prospect saw the usual type of charity drive pictures, the solicitor read the canned sales talk from the reverse side. Fourteen steps presented the work of the community fund, the contributor watching each step pictorially while the solicitor read the story on the reverse side.

These Self Starters were valuable in giving the complete story, interestingly and compactly. They kept solicitors from a confused plea for funds, and practically did away with the apologetic attitude often assumed by workers who do not know what to say.

Results spoke for the system.

## One Product, Price, and Market: The Policy That Built Schaefer

(Continued from page 16)

"Going! Going!! Grand!!!" This subordinates the "Hand" theme, however, to "Beer at Its Best." . . . A recent magazine ad shows the hand bearing a tray on which are two bottles and two glasses of Schaefer beer. The headline is in theater-marquee lettering "Coming Attractions."

Trade-paper advertising is signed by "Your Schaefer Salesman." This copy may be more detailed. Currently, the "Salesman" tells retailers about "Uncle Elmer's" ability to "boost your sales this Winter. . . . This painting does more than a whole stream of words to say that Schaefer is a smooth, mellow brew." It will "attract people into your store to buy not only beer, but many profitable related items for Winter parties."

Sometimes, too, Schaefer "sells" its retailers in consumer copy. One tavern keeper, in a newspaper ad, holds up the Schaefer sign: "I'm sure proud to show this sign."

Schaefer advertisements are all different. They may present Summer picnics or Winter holiday festivals. . . . They have plugged the Schaefer Center at the World's Fair. . . . But always they tell the same story, of "Beer at Its Best."

Once in a long while, the company supplements the poster-style copy with a long "public relations" message. In January, 1940—in 55 newspapers—Schaefer addressed such a message to "everyone who has ever asked for 'A Glass of Schaefer Beer.'"

This advertisement pointed out that, seven years before, on April 12, 1933,

the company had run this message in newspapers:

"The Schaefer business was founded in 1842. It is the oldest lager beer brewing company in the United States. We have never been one of the largest breweries, but we have always been one of the finest. We shall try to live up to the Schaefer tradition, 'Our hand has never lost its skill.'"

The advertisement said that "living up to that tradition has helped us to grow. With growth have come increased opportunities to be of service to you—but also increased responsibilities to the community and the country."

These responsibilities, it was shown, "extend far beyond the 1,200 men and women, members of the Schaefer organization who enjoy steady employment . . . far beyond the many thousands more who sell or serve Schaefer in taverns, hotels, restaurants and neighborhood stores. . . . Last year we used 70,000,000 pounds of barley malt and hops, the crops of 108,000 acres." The company also pointed out that its progress helped employment of glass makers and can makers, of railroad men, oil workers, lithographers and many others, and that in 1939 alone—the figure is larger now—it paid more than \$9,000,000 in Federal, State and local taxes.

Mr. Schaefer did not sign this newspaper advertisement. He did, however, sign a preprint of it, distributed to retailers. On this he said: "This message is important to you and to

the industry in general. Every one of us who is privileged to be a partner in this great and respected industry . . . may be proud of the part he is contributing to the welfare of the community and the nation."

Rudolph J. Schaefer himself has not been concerned only with making and selling a brand of beer. He is very much concerned with the entire brewing industry and with the "best" that it can do. His company, among other things, has provided the trade with leaflets on what "Beer Provides . . ." the nation. He has told his dealers of the \$1,000,000 a day (more now) which the industry pays in taxes; of the \$1,000,000,000 yearly it pays to American farmers; of the 1,000,000 jobs it has provided for workers in this and other industries.

### "Selling" the Industry

Forty years old now, Mr. R. J. Schaefer has been serving his industry since its re-birth in 1933. He has been treasurer of United Brewers Industrial Foundation since its inception, in 1936. For three years he was president of the Brewers' Board of Trade, New York. He is now president of the United States Brewers Association, which is the industry's national trade organization and is the second oldest trade association in the United States. . . . He is actively engaged in "selling" the brewing industry to the American people.

In the course of all this, he and his company are setting some standards for other industries. . . . Schaefer's advertising in newspapers won awards, among 700 entries, in the current Annual Advertising Awards competition sponsored by *Advertising & Selling*. . . . Schaefer outdoor posters were given honorable mention. . . . The Schaefer keg-like beer can and a Schaefer window display have received gold awards in the All-America packaging competition sponsored by *Modern Packaging*. . . .

Mr. Schaefer's associates think that he is a good all-'round executive—production, finance, transportation, sales, advertising and the rest of it. They say that he knows brewing and he knows figures, but he can also spot the right color for an illustration and the right phrase in copy.

Most important, however, they say, he knows *people*. He knows how to get their "best." He does not order. He leads. He does not criticize—unless he can do so constructively. He gives his people responsibilities, and trusts them to carry them out. And they, in turn, are loyal.

They try to help him build simply, but solidly . . . in the Schaefer tradition.



# TO *Advertisers—*

## HOW OUR MEMBERSHIP IN THE AUDIT BUREAU OF CIRCULATIONS PROTECTS YOUR ADVERTISING INVESTMENT.

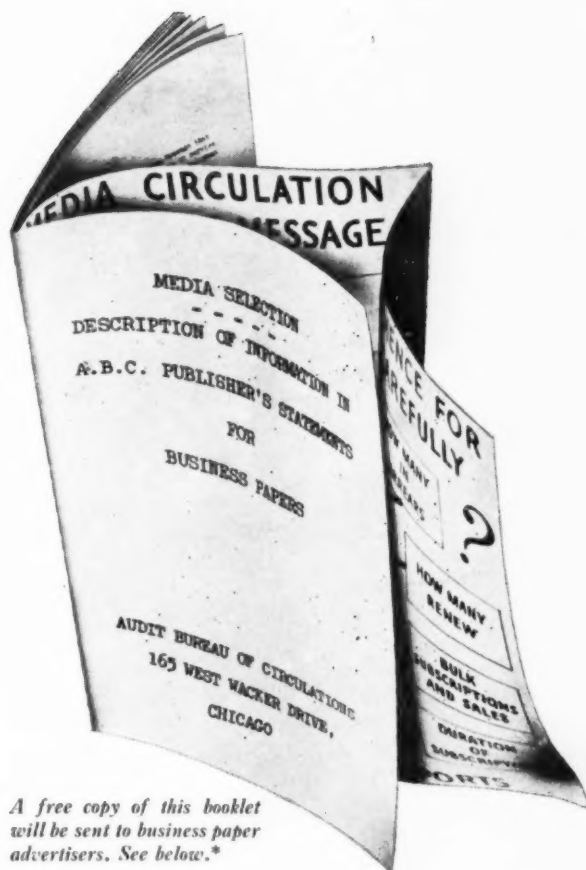
**T**HE Audit Bureau of Circulations is a cooperative and non-profit association of more than 2000 publishers, advertisers and advertising agencies.

The Bureau has established definite standards for measuring circulation on a quantitative basis for qualitative appraisal. Its reports provide information that advertisers need in order to select the right media. And they give buyers assurance that they get what they pay for.

Skilled auditors make a detailed annual audit of the circulation records of each publisher member. Based on these audits, the Bureau issues A. B. C. reports which tell how much circulation a publication has,

### **A. B. C. PROTECTS YOUR ADVERTISING**

Paid subscriptions, renewals, evidence of reader interest, are among many facts in A. B. C. reports that are definite guides to effective media selection. When you buy space in A. B. C. publications your advertising is safeguarded by audited circulation. Always ask for A. B. C. reports.



*A free copy of this booklet will be sent to business paper advertisers. See below.\**

where it goes, how it was obtained, how much subscribers paid for it, their occupation and business, and many other facts essential to the wise investment of advertising money.

Only publications with paid circulation are eligible for membership in the Bureau. The net paid circulation shown in A. B. C. reports is evidence of reader interest.

\*How to make the most of the information in A. B. C. reports for business papers is described in a booklet on media selection which has recently been issued by the Bureau. It outlines in detail the helpful information that will enable you to select the right media and know that you are getting what you pay for. Write today for your free copy of this booklet.

## SALES MANAGEMENT

Member of the Audit Bureau of Circulations



Ask for a copy of our latest A.B.C. report

**A. B. C. = AUDIT BUREAU OF CIRCULATIONS = FACTS AS A MEASURE OF CIRCULATION VALUES**

MARCH 15, 1941

[75]

# Know Your Marketing Onions?

## Another Chance to Measure Your I. Q.

**I**N the March 1 issue we said, "The answers to literally more than a hundred thousand marketing questions will all be given fully in SALES MANAGEMENT'S 12th Annual Survey of Buying Power, to be published April 10.

"Many new features are being added to this famous annual. As a result of the censuses of population, retail sales, wholesale sales and manufactures last year, the entire pack of marketing cards has been reshuffled—and the *Survey of Buying Power* will be the first on scores of new things, will be exclusive on dozens of others.

"How would you like to beat the gun by seeing if you can answer a few of the questions today?"

Here are five more, one dealing with state valuations, and the other four taken from summaries of leading counties which will appear in the forepart of the book.

Here is a sample question which explains how to score yourself:

What are five out of the eight most highly urbanized states, as of 1940?

For each one you get right, score yourself four points. You don't have to have them in order, and you don't have to guess the percentage. The eight states are: Rhode Island, 91.6%; Massachusetts, 89.4%; New York, 82.8%; New Jersey, 81.6%; Illinois 73.6%; California, 71.0%; Connecticut, 67.8%; Ohio, 66.8%.

If the five you named were all in-

cluded among the correct eight you will score 20; three right would be a 12 score, and so on.

Now draw a deep breath and plunge into the real questions. Your score card is at the right of the questions, and the correct answers are on page 84. Do your best, and don't peek. Four points for each county or state named correctly. If your score is: 92 or better, you're simply marvelous. 80 to 88, you deserve a raise. 68 to 76, you are probably holding your own.

52 to 64, you're slipping, badly.

48 or under, you should study the *Survey of Buying Power* one hour a day for six months.

### Questions

1. Which of the following *counties* had the largest unit sales of new passenger cars in the 12-month period October 1, 1939, to September 30, 1940—the 1940 model-year?

New York City's 5 counties  
Allegheny (Pittsburgh)  
Washington, D. C.  
Hennepin (Minneapolis)  
Harris (Houston)

or Cook (Chicago)?  
or Philadelphia?  
or Baltimore?  
or San Francisco?  
or Suffolk (Boston)?

2. Arrange the following *counties* in proper order, according to their volume of retail sales in 1940 (from highest to lowest, and give yourself four points for each one you rank correctly): Westchester, N. Y.; Alameda, Cal. (Oakland); Jackson, Mo. (Kansas City); Erie, N. Y. (Buffalo); Hamilton, Ohio (Cincinnati).

3. Which of the following *counties* had the greatest dollar volume of Effective Buying Income in 1940?

Multnomah, Ore. (Portland)  
Orleans, La. (New Orleans)  
Worcester, Mass.  
Fairfield, Conn. (Bridgeport)  
Denver, Col.

or Ramsey, Minn. (St. Paul)?  
or Dallas, Texas?  
or Monroe, N. Y. (Rochester)?  
or Harris, Texas (Houston)?  
or Union, N. J. (Elizabeth)?

4. From the following list of ten *counties* pick the five which had the largest Effective Buying Income in 1940.

Milwaukee, Wis.; San Francisco, Cal.; Erie, N. Y. (Buffalo); Middlesex, Mass. (Lowell); Hudson, N. J. (Jersey City); Westchester, N. Y. (Yonkers); King, Wash. (Seattle); Hartford, Conn.; Essex, N. J. (Newark); Allegheny, Pa. (Pittsburgh).

5. These ten *states* had in 1940 the highest per family Effective Buying Income; pick the five highest.

Nevada, Michigan, District of Columbia, Delaware, Pennsylvania, New York, New Jersey, Rhode Island, Massachusetts, Connecticut.

### Your Answers

### Score

1.	.....	.....
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2.	.....	.....
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3.	.....	.....
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4.	.....	.....
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5.	.....	.....
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	.....	.....

TOTAL .....

The answers are on page 84.

# Business-Consumer Relations

**Consumer Conference of New York Women Proves Again That Business Has Opportunity to Supersede Any Other Agency in Supplying Wanted Consumer Information; Bamberger's and Chatham Offer Evidence**

CONSUMER conferences for the purpose of bringing business and its customers together to discuss their mutual problems have been frequent occasions during the past several years. They have been held by trade groups, advertising organizations and other business associations in all parts of the country; and although these events were pioneering efforts without precedent and experience to guide the programs, they served their purpose well. They have shown that business and consumers can get together on the same level, and in a spirit of cooperation seek to understand their respective viewpoints and work out such differences as may exist. Which is as it should be, because between buyer and seller there should be a bond of friendship.

A new and high standard for such events has been set by the Advertising Women of New York, Inc., which held its second annual conference at the Hotel Pennsylvania in that city the middle of last month. Employing a technique that probably will be adopted for many business-consumer meetings to come, the New York women gave consumers and business equal places on the program, thereby recognizing the importance of the consumer in such discussions. Following the symposium method, representatives of consumers from diversified groups—clubs, church, labor, education, the latter including student representatives—had their way, asked their questions, and business representatives replied. It was an open and comprehensive presentation of ideas and opinions. There was free and ample floor discussion and interest was maintained throughout.

## Questions Are Highlighted

In preparing their program the advertising women asked all consumer representatives to highlight their questions according to the special interest involved. This brought from church groups requests for information as to whether advertising has a contribution to make in combating skepticism, and asked for an explanation about the use of questionable and offensive advertising. From labor representatives came questions such as "Can advertising tell

the story of wages and working conditions?" and "How does the cost of advertising affect the workers?" Representatives of women's clubs asked "Are glamour and exaggeration of specific value and necessary?", and "Can advertising help consumers spend their money more advantageously in a national emergency?"

## Youth Protest Heard

It was the contribution of the representatives of youth that proved one of the most effective points of the entire program. From Barnard College and New York University came students, who in peppery talks, asked the questions, "Is it necessary for some advertisers to exploit or insult the intelligence of the public?" and "Where does truth in advertising stop and poetic license begin?"

These questions indicated the serious attention being given by young people to business and advertising, and demonstrated the critical attitudes they are taking. But all of the questions voiced at the conference were provocative ones, revealing, as business should have revealed to it, the direction consumer thought is taking with regard to selling methods and practices. The Advertising Women of New York in thus designing their program have made a major contribution to the goal of better business-consumer relationships.

## Bamberger Pioneers Again

Continuing its consumer policy inaugurated some years ago and directed by its vice-president, Harold W. Brightman, the department store of L. Bamberger & Co., Newark, N. J., has broadened its customer relations to include a Program of Mutual Understanding to be carried out by a newly created Consumer Advisory Bureau. The formal opening of the Bureau and the announcement of the program recently was the beginning of what is expected to be a new era in consumer-retailer relations for the forward-looking New Jersey establishment.

The clearing house for the Bureau and the program is a Customer Advisory Committee made up of representatives of organizations concerned

with and interested in consumer education. Sub-committees are made up of men and women of every occupation, and groups of young people, all interested in their problems as shoppers and the specific problems of the store which affect them as shoppers.

## An Example of Cooperation

Through the Program of Mutual Understanding, the Bamberger store will clarify for consumers store problems, make it easier for them to express their opinions, likes and dislikes, and as a result make it possible for them to get even greater value and satisfaction for their money.

From the store's point of view, the program will bring it into more personal relationship with consumers, with the result that it will know more about the needs and problems of customers, and be in position to serve them better than ever before. Here will be an instance of active and complete business-consumer cooperation, and it is believed will be the first time that such a program of close association between buyer and seller has been attempted. The principle of the program and much of its machinery can be used by manufacturers as well as distributors.

## Business Should Lead

Business cannot be too active in getting together on a basis of mutual cooperation with its customers. Gratifying increases in that activity are being shown, but there is most of the ground of consumer relations yet to be covered. Business still has the opportunity, if it will take it, to supersede any agency, governmental or otherwise, in providing consumer information and education. But speed is necessary, because activity in this field outside of business is considerable; and, as it has been often stated, it will be difficult for business to assert leadership if consumers are convinced that only governmental and non-commercial agencies can advance their interests. National defense offers business a greater opportunity for cementing consumer support, and it should be used with the same effectiveness that business opponents are seeking to make it serve their ends.

## Consumer Department Boosted

The proposed Federal Department of the Consumer has been given another boost through a recommendation made by Donald E. Montgomery, Consumers Counsel, Agricultural Adjustment Administration to the Temporary National Economic Committee. Mr. Montgomery, who appeared as an individual rather than as a representative of the Department of Agriculture,



The consumer agency, as suggested by Mr. Montgomery, appears to be somewhat along the line of the one patterned by Dr. Caroline F. Ware, of the American Association of University Women, and previously outlined by this department. (SM 11-15-'40) It would represent consumers in all functions of the government, cooperate with and supply expert data to consumer groups and organizations outside the government, and be generally and specifically concerned with the consumer welfare.

The consumer standards board advocated by Mr. Montgomery would have a membership composed of governmental agencies concerned with the consumer, and it is presumed would follow the plan discussed at the time the Boren bill, which would have created a standards unit, was before the Congress for consideration. That plan included consumer representation on the board, and provided for consultation with manufacturers.

## Consumer Agency Bill

The Chatham Manufacturing Co., whose "specification" label for blankets some years ago made history in the field of product marking, has al-



most gone overboard with its new informative labels, just announced, and approved by the National Consumer-Retailer Council, Inc. Each label carries information regarding the fiber content of the blanket, size, total weight, weight per square yard, durability, warmth, color fastness, shrinkage and instructions for proper care.

## Helps Increase Sales

This is one manufacturer, moreover, who has been entirely sold on informative labeling. Thurmond Chatham, head of the company, has stated that they have found their label campaign thoroughly successful, and responsible for substantial increase in sales. It is good business, he declared. Having given informative labeling a long test,

CHRYSLER MINIMUM STANDARDS	
<b>SIZE</b> Blankets should be long enough to touch the soles of the feet, and wide enough to wrap them over the sides of the mattress. Extra size is always desirable.	Single Bed, Queen Double Bed Twin
<b>WEIGHT</b> The weight of a blanket should be sufficient to fit the warmth, but the size should be considered as well as the climate in which the blanket is to be used.	6.4 oz. per sq. yd.
<b>DEBRUIABLE</b> The durability of a blanket is judged by the number of periods "passed" in order to break the warp and filling yarns. Higher counts signify stronger materials (warps).	Great Method Warp—25 lbs. Filling—15 lbs.
<b>DURABILITY</b> Thermal transmission tests the amount of heat lost per square inch (standard) when fabric is folded. 100 percent is average rating for 100% cotton and 100% wool. Synthetic material rating means greater warmth.	after these washings % retained
<b>COLOR FASTNESS</b> Color fastness in washing is graded as "Fair", "Good", or "Excellent"; all blankets "washed" in color durability and should be washed separately.	Washed Color "Fair" Blending Color "Fair"
<b>SHRINKAGE</b> Shrinkage in washing or dry cleaning depends a great deal on whether people in customer are followed, but it should not exceed 10% in width or length.	(Maximum shrinkage— after 1 wash, 1 long dry clean, 1 cold water wash—10%)

**FOLLOW THESE INSTRUCTIONS FOR PROPER CARE**

Make a cord, half-water-half vinegar, a little strong. Use very much so that the blanket dries in the water. Wash separately. Don't rub the blanket fabric. Squeeze gently by hand—do not wring—and expel excess water. Rinse several times in warm water. But no cold rinse will shrink the fabric. Never fold blankets to expel water—hang evenly over the line for three days. Shape gently to even them and shake off while drying. Blankets should be stored in a tightly sealed bag, packed with about one-half pound of naphthalene moth balls placed in and about each blanket.

CHATHAM MANUFACTURING CO., ELKIN, NORTH CAROLINA

## Small Labels Adequate

Textile labels that are considered adequate, but small in size and concisely informative, are expected to be announced shortly by an important distributor. Since these labels also will be approved, it is said, by the National Consumer-Retailer Council, they will provide examples and guides for manufacturers who may be worrying about the subject. Proper and adequate labeling is being so widely demanded by consumers, suppliers who do not adopt this method of marking their goods will soon be at a disadvantage.

## A B C Label Survey Report

The first test to determine if consumers approve the Department of Agriculture's plan for the A B C grading and labeling of canned fruits and vegetables, show sentiment overwhelmingly in favor of the proposal, it has been announced. This is the survey which is being made by the Agricultural Marketing Service, under the direction of Miss Alice Edwards.

and which has the cooperation of the four largest women's organizations in the country.

Meanwhile the announced survey of the National Canners Association is getting under way, its purpose being to record impartially the demand of consumers for grade labeling as against descriptive labeling. The results of both surveys will provide interesting developments, it is believed, because of the sharply divided views on the question.

### Information Available

This department will be glad to advise and counsel with manufacturers and others who wish to undertake business-consumer relations programs, or to give vitality to programs already under way. Or perhaps there may be questions about the consumer movement, or consumer reactions? Information will be willingly supplied, and recommendations and suggestions made where requested. The whole subject of business-consumer relations is so urgent at this time, and informed guidance so essential to the success of such programs, SALES MANAGEMENT desires to be of all possible assistance to its readers and advertisers. Address your inquiries to the Editor, Business-Consumer Relations Department, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

### Sorry, West North Central!

Cities of the West North Central States were omitted from the High-Spot City listings in the March 1 issue. The editors apologize to readers for this inexcusable error, and supply the missing cities herewith. Their faces are still red, but they found some consolation in the letter from subscriber Willard E. Freeland, who wrote, "This is the first time in many years of reading SALES MANAGEMENT that I have had a chance to make a genuine complaint."

	City Index for April	City- National Index for April
<b>West North Central</b>		
Fargo .....	117	107
Springfield, Mo. ....	116	106
Wichita .....	115	105
Dubuque .....	113	103
Waterloo .....	111	101
Davenport .....	111	101
Kansas City, Kan. ....	110	100
Sioux City .....	110	100
Sioux Falls .....	107	98
Des Moines .....	107	98
Omaha .....	106	97
St. Louis .....	105	96
Cedar Rapids .....	105	96
St. Paul .....	103	94
St. Joseph .....	102	93
Kansas City, Mo. ....	102	93
Topeka .....	102	93

MARCH 15, 1941

# "We find Air Travel a great asset"



**Says ALBERT H. MORRILL,**  
President, The Kroger  
Grocery & Baking Co.,  
Cincinnati, Ohio

"I have been a constant user of Air Transportation for the last twelve years. Personally, I consider it safer today than travel by motor.

"Our company has four thousand stores scattered over nineteen states and managed by twenty-four different branches. In conducting our business, efficient organization and complete cooperation are essential.

"Instructions and matters of policy must be given quickly and clearly, and in person—often not possible without the use of planes.

"It has happened frequently

*This endorsement given without compensation*

that business on the Pacific Coast or in Texas couldn't have reached a satisfactory conclusion were it not for Air Transportation.  
"We find Air Travel a great asset in conducting our business."



## AIR TRAVEL IS EFFICIENT AND ECONOMICAL

More and more each year business men are coming to recognize the intrinsic value of Air Travel.

They see it as a road to more efficient business methods—a way to get more things done faster and more effectively at less cost.

Because trips are 'shorter' by air, these men spend less time in travel, which means fewer overnight 'hops' and less travel expense, with more time for productive work. They gain hours, days, and even weeks, depending on the length of the trip.

And they cover territory quickly and efficiently with a minimum of travel fatigue.

More efficient business methods are worth investigating. Why not phone your local Airline office and have a representative call and explain how Air Travel can benefit your business?

**AIR TRANSPORT ASSOCIATION**  
135 South La Salle Street, Chicago, Illinois  
*This educational campaign is sponsored jointly by the 17 major Airlines of the United States and Canada, and Manufacturers and Suppliers to the Air Transport Industry.*

# FLY

IT PAYS TO

**SPEED DELIVERY OF RUSH ORDERS BY AIR EXPRESS!** You can fill rush orders with "telegraphic" speed to any section of the country...overnight...by specifying 3-mile-a-minute Air Express. Low rates include special pick-up and immediate, special delivery for all shipments, large or small, heavy or light. Phone Air Express Division, Railway Express Agency.





## Skillful Hands for Defense

When national defense became the number one subject of conversation, and the government began to check hidden resources that might become available if war should strike the United States, a suggestion was made that it might be well to look into and evaluate that slice of our citizenry who have the "feel" of tools. People who have deft hands, who have had experience with tools, especially power tools, it was thought, could quickly fit into war work. More, vast numbers of them are instinctively creators and inventors.

The people who settled America, because they were forced to do most things for themselves, were generally skilled with the tools available in that day. We were a nation of fixers and tinkerers and builders. That went on for a couple of hundred years or more. Then the nation moved into a new era—an age of mass production.

But something happened.

Only a few years ago, with power tools reaching a high point of development, the old urge, perhaps inherited, began to come back and men started to equip home workshops for work in woods and metals. Old skills and new began to be built up. The editor of the "Shop Notes" section of *Popular Mechanics* tells SM that, judging from data available to him, there are something like 4,000,000 fairly well equipped workshops in the basements, attics and garages of American homes.

## 600,000 Tool-minded Men

He thinks that *Popular Mechanics* has played its full part in the reawakening interest of the nation in tools. Back at the turn of the century, midway between a couple of panics, Henry H. Windsor, Sr., of Chicago, conceived the idea of an entirely new kind of magazine.

He conceived a publication that would show the man on the street our swift-changing, inventive world in pictures and plain, unvarnished words. The first issue of *Popular Mechanics* was published in 1902. If it was not the first it was at least one of the first of the picture magazines. Apparently the world was not quite ready for it, because it took six years to get black ink in the ledgers. All that is ancient history now.

Mr. Windsor died more than ten years ago, but his work is being continued by his son, Henry H. Windsor, Jr., present editor and publisher, who still sticks to his father's basic ideas. Their validity has been amply proved by the steady growth of the magazine's audience.

The circulation of *Popular Mechanics* reached an all-time peak in 1940 when the A.B.C. report showed average sales of 600,646 for the first half of the year. Readers pay 25 cents at the newsstands and \$2.50 a year. And the gospel that H. H. Windsor, Sr., wrote down for his editors a generation ago is still the gospel of the management today—because his ideas were ahead of his time.

"If the picture does not rise right out of the page and hit the reader in the eye, then we regard it as a failure," he wrote in his policy chart. "We are publishing a magazine for the general reader—the man on the street—and not for the person who is particularly interested in machinery. It is of interest to the mechanic, for instance, to know that somebody has brought out a two-foot rule that folds into five sections instead of four, but for the general reader the only kind of two-foot rule that would interest him would be one with only one end to it."

"We use every possible effort to be accurate, authentic and reliable. Of course we make mistakes because we are only human, but we don't want pictures of flying machines that can't fly or submarines that can't sub, or anything else that isn't either possible or practical."

## "Most Important Man in U. S."

If anything, the magazine is more tightly packed with pictures today than ever before. A recent issue, for example, carried nearly 350 pictures; most of them photographs, supplemented by many plans and drawings in the workshop, radio and home kinks sections. Seventy-six pages in that issue were brightened by color, in addition to the regular eight-page coloroto section of which four pages are in two colors, with four more in full natural color process.

Following the general editorial section there is a department for the craftsman and shop worker and for the radio fan. Coincidental with the automobile shows there is a full presentation of the new cars; in the November issue of 1940 the automobiles were shown in natural color in the coloroto pages. Without being confined to departments, there are frequent articles of feature length, pages of pictures and shorter items for the amateur cameraman, the model builder, the motorist, the outdoor sportsman—stories and tips about skiing, baseball, tennis, golf, fishing and camping, swimming, tobogganing. Other stories are devoted to home building and improvement, farming and gardening, aviation, hobbies, money-making and money-saving ideas, and industrial and scientific progress—always, as the founder's slogan dictates, "written so you can understand it."

Right now the most important man in the United States is the defense worker. He is an electrician or machine tool builder or Diesel engineer or shop mechanic, model builder, photographer or steel worker. He is the busiest man at the busiest moment of a technological age.

Home from the watchworks where he helped turn out bomb mechanisms or from the shipyards where he welded the steel plates of a new vessel, he indulges in a "postman's holiday" in his private castle, the workshop; and likely as not turns to *Popular Mechanics* for an idea. Perhaps it will be a dinghy for the lake, a nautical playroom for the youngsters, a loudspeaker system with remote controls, a fountain in the rock garden or a built-in bookcase. To

the magazine he turns again for plans, methods; and here's a job that calls for new plastics and plywood, a new power drill, a voltmeter, an electric sander or a "machine-gun" tackhammer that will work in close quarters.

He can afford the new tool now. The billions for defense are flowing right into his pocket. Once more he is the wanted man of the want ad. Once more he can indulge in home improvements and new hobbies. Let's get specific:

Contracts for defense materials between June 13 and November 30, 1940, totaled \$9,425,870,000 and that was only the beginning! More than 68% of those contracts were distributed over Massachusetts, New York, New Jersey, Pennsylvania, Ohio, Indiana, Illinois, Michigan, Wisconsin, Minnesota, Texas and California. In these same 12 states 65% of the circulation of *Popular Mechanics* is concentrated.

One of the commonest questions asked of the editors by the casual visitor to the Chicago plant where the magazine is written, edited and printed, is:

"Where in the world do you get all your material month after month?"

Sometimes it amazes the editors themselves and yet, month after month, it is not dearth of material that perplexes them, but how to choose from a surfeit of available pictures and copy. The editors estimate that they sift out 90% oversupply of material every month from the 5,000 or more contributors around the world.

While the magazine is written for the average man, a tremendous backlog of readers is comprised of the banker and teacher and farmer and drugstore clerk who spend their evenings down in the basement workshop building a doll house or an outboard motor boat or a pair of copper bookends.

Recently the magazine polled a sample of its newsstand readers and of its regular subscribers and found that 64% of them had enough tools in the workbench drawer to claim a home workshop; 48% of the readers polled had power tools, mostly electric saws and wood lathes. It was from these figures and others like them that the editor of the magazine's "Shop Notes" section makes his estimate that there are 4,000,000 workshops in American homes.

The craftsman's section of the publication deals generally with projects and processes. It suggests projects and tells how to do them; how to build a dark room and develop a picture, how to make an ash tray or a double-deck bed. As a sideline it publishes a group of "project" books full of ideas, plans and methods for the shop fan and in so doing sells some 50,000 blue prints a year.

If the home workshop is to be counted on as a defense weapon, America seems to have something there. *Popular Mechanics* believes that it has played its full share in helping to develop a nation with the "feel" for tools and a habit of using them.

## Newspaper News

The Spokane *Spokesman-Review* and *Daily Chronicle* presented before advertisers and advertising agents in New York recently a 30-minute color and sound movie on "Spokane and Its Inland Empire." The screen story and comment were done by Ralph E. Dyar, promotion manager of these newspapers. The picture, produced and recorded by Northwest Motion Pictures, describes the growth of this market to two billion dollars annually, and of the *Spokesman-Review* and *Chronicle* in circulation and coverage.

The Milwaukee *Journal* issues its first

SALES MANAGEMENT



general rate card in nearly four years. Notable is the fact that, although daily circulation has risen 52,959 and Sunday circulation is up 40,919 in this period, there is no increase in general rates.

Harry Chandler has retired after 24 years as president of the Times-Mirror Co., publisher of the Los Angeles Times, and has been elected chairman of the board. His eldest son, Norman Chandler, succeeds him. Philip Chandler becomes vice-president and assistant general manager and Harrison



Harry Chandler



Norman Chandler

Chandler, vice-president and manager of the Times-Mirror Printing and Binding Division . . . Harry Chandler joined the Times as circulation manager in 1885.

The Alaska Newspapers, recently organized, has appointed Frank J. Dunning, Seattle, as exclusive advertising representative in continental United States. The group comprises the Cordova Times, Fairbanks Daily News-Mirror and Alaska Weekly Miner, Juneau Daily Alaska Empire, Ketchikan Chronicle, Kodiak Mirror, Nome Nugget, Sitka Sentinel, and Wrangell Sentinel.

American Press Association points out in its 1941 Rate Directory of Country and Suburban Town Newspapers that 49.6% of the families in the United States read a non-daily paper. The directory lists 9,950 non-dailies with combined circulation of 15,851,836. Forty-four per cent of these will accept liquor advertising, 60% beer advertising.

The Brooklyn Eagle appoints Kelly-Smith Co. national advertising representative . . . The Charlotte, N. C., News, an evening paper, has dropped its Sunday morning edition . . . Gerald A. Regan, from Paul Block & Associates, joins the sales staff of Bryant, Griffith & Brunson, at New York . . . The New York Sun has opened a Club Program Bureau under the direction of Miss Florence Haut, to arrange lectures, field trips, fashions shows, etc., for clubs and groups.

William E. Dempster joins the New York World-Telegram as promotion manager. For seven years he was promotion director of the New York Herald Tribune, and previously had been advertising manager of B. Altman & Co., N. Y. department store.

The Columbus, Ga., Free Press, an evening and Sunday paper, has been launched with initial paid subscription of 10,000. Frank C. Bunting is president and J. E. Page publisher. J. J. Devine & Associates have been named national advertising representatives.

C. E. Palmer, president of Arkansas Dailies, Inc., with headquarters in Memphis, has won a court ruling at Harrison, Ark., in a suit to restrain Wallace Witmer,

former general manager and director of Arkansas Dailies, from soliciting advertising for the Wallace Witmer Co. from clients of this group.

## Radio News

If Mutual Broadcasting System's record may be taken as a criterion, network radio continues to do nicely . . . Mutual's billings in February rose 31% from February, 1940, to \$442,157, and climbed 44.6% in the first two months, to \$947,388 . . . NBC and CBS no longer release billings data.

Under the Havana Treaty, which goes into effect March 27, a lot of United States stations will get increased power . . . WINS, New York, will boost its power from 1,000 to 50,000 watts . . . So will KIRO, CBS outlet in Seattle . . . WHN and WQXR, New York, also are expected to go to 50,000 watts . . . WFBM, Indianapolis, has raised its night operating power from 1,000 to 5,000 . . . WISH, Indianapolis, now being constructed, will join NBC's Basic Blue network May 1 . . . WTMJ, Milwaukee, 5,000 watts day and night, is building a \$500,000 "Radio City," including a 300-foot broadcast antenna, on the west bank of the Milwaukee River.

WSLS, Roanoke, WLVA, Lynchburg, and WBTV, Danville, in Virginia's Piedmont section have formed Tri-City Stations, with headquarters in Lynchburg, for handling national advertising. Philip P. Allen is general manager, and Carl B. Ogilvie, sales manager of the group.

Due to inability of equipment manufacturers, loaded with defense orders, to promise early delivery of equipment for the 39 commercial frequency modulation stations to which, at this writing, construction permits have been granted, the Federal Communications Commission has decided to permit experimental FM stations—upon appropriate request—to switch over to commercial operation, pending installation of the regular high-powered equipment. Most of the 21 experimental FM transmitters are only 1,000 watts.

Camel cigarette's Xavier Cugat show will become, on April 4, the first American commercial radio program to be heard in the Philippine Islands. The program not only will be broadcast over KZRH, Manila,

and KZRC, Cebu, but will be carried by short-wave affiliates of these stations to the South Pacific, China and Singapore. Transcriptions of programs broadcast here are shipped to the islands.

Both NBC and CBS this month issued nation-wide studies on audience and coverage . . . NBC claims that its study is "the first to be based on a nation-wide all-county survey of station listening habits and preferences"; "the first to measure all stations on a uniform standard"; "the first to use as its standard the network effectiveness in the cities where advertisers' national program ratings are made" . . . CBS boasts "the first coverage study in radio whose audience data come not only from each county in the United States, but from each population center within every county"; "the first . . . based on a proper cross-section of the radio audiences by income levels"; "the first . . . based on the actual weekly circulation each station has in every county" and on "a complete family report of the station listening habits of the entire family."

Major E. H. Armstrong, developer of frequency modulation, is granted commercial permit for a 35,000-watt FM station.



The Federal Communications Commission has granted a commercial permit for a 35,000-watt frequency modulation station to Major Edwin H. Armstrong, developer of FM, at Alpine, N. J. The new station, it was said, will have a service area of 15,610 square miles, in which 12,200,000 people reside . . . CBS has applied for an FM station in Hollywood. CBS FM stations in New York and Chicago already have been approved, and application for a CBS FM station in Boston is pending.

WOR issues a study on "Saturday — A Challenge That Is Also an Opportunity" . . . CBS starts a campaign to tell advertisers that "this Summer may well see the

Al-here's where I get that great food

hotel **Bennox** St. Louis

and service I told you about Joe

**WM. F. VICTOR**  
MANAGER

MONTREAL  
TORONTO  
WINNIPEG

**GIBBONS KNOWS CANADA**

**J. J. GIBBONS LIMITED • ADVERTISING AGENTS**

REGINA  
CALGARY  
EDMONTON  
VANCOUVER

largest consumer market this nation has ever known." . . . WOL, Washington, will conduct a trade paper and newspaper campaign through Henry J. Kaufman Agency, there . . . WOXR, New York, appoints the Foreman Co., with headquarters in Chicago, as its sales representative . . . William A. Chalmers has joined the New York office of Free & Peters, radio station representatives.

Philip L. Barbour, foreign press and foreign stations relations representative of NBC's international division, has been given a leave of absence to become Director of Music for the Council of National Defense, headed by Nelson Rockefeller.

## Magazine News

Bernarr Macfadden retired as president of Macfadden Publications, Inc., this month, after a half century of work in which the circulation of this group of magazines has been built to nearly 200,000,000 copies a year. He will continue to act as editorial consultant . . . O. J. Elder, who succeeds him as president and publisher, said that the magazines will



O. J. Elder becomes president and publisher of Macfadden Publications, Inc., as Bernarr Macfadden retires.

continue to "interpret the problems which confront the American people—to provide the material for their major decisions and minor pleasures."

*Cosmopolitan* uses 124 newspapers in 77 cities in a circulation campaign for its new "four-book, streamlined" magazine . . . To its services covering "women's three major interests"—fiction, homemaking, style-and-beauty—*McCall's* adds a regular monthly section on national defense activities, "in terms of the home front, the woman front, the family front." Pare Lorentz is editor of this section. Some 500,000 reprints of the defense material in the February and March issues are being distributed by Government and other agencies . . . First third-cover "bookmark" ad in *American Magazine* appears in the April issue, as an informative labeling message by Westinghouse.

*Time* will introduce, May 5, an Air Express Edition, distributed in foreign countries by Pan American Airways. Although almost identical with *Time* itself editorially, the edition will be printed on special lightweight paper and its advertising will be sold separately. Latin-American subscribers as far south as Buenos Aires and Santiago will receive their copies on or before the date on *Time's* cover. A similar service

to Alaska, Hawaii and the Philippines is planned. Subscription rate will be \$10 a year.

"How America Lives," a book embodying the basic material in the first 12 issues of the series by that title in the *Ladies' Home Journal*, has been published by Henry Holt & Co. . . . The *Journal* finds that "a man with a family of two children needed to earn \$35 to \$40 a week before he could own his home, carry insurance, and give his children welcome advantages . . . In most American homes the 'Mrs.' holds the purse strings."

*Aviation News*, New York, "photo-reporting the complete story of air progress," will publish its first monthly issue March 20, with an expected initial newsstand distribution of 200,000. Phillip Andrews, formerly editor of *U. S. Camera*, is managing editor, and Casman & Cook advertising representatives . . . *Science in Pictures*, "the voice of authority in modern science," will be introduced with the May issue by Horel Publications, Inc., New York. Herman S. Horel is publisher, and Van Gieson & Associates are advertising representatives.

Starting with the July issue, the *American Home* will extend its closing date ten days, to enable advertisers to "increase the timeliness and news value" of their copy. With that issue the magazine will be published on the 25th of the month preceding date of issue.

George J. Hecht, publisher of *Parents' Magazine*, and chairman of the National Committee on the Observance of Mothers' Day, reports that the committee has been incorporated. This year's slogan is "Remember Mother! She Never Forgets!"

Richard A. Feldon, formerly eastern manager of *Liberty* is appointed advertising manager of that magazine. Robin Morton, of the eastern sales staff, succeeds Mr. Feldon as eastern advertising manager.

Duncan A. Dobie, Jr., resigns as eastern advertising manager of *Modern Magazines* . . . Ralph Neave, from *Cosmopolitan*, and Frank Wilson, formerly with *Time*, have joined the sales staff of *Esquire* . . . The *National Jewish Monthly*, published by B'nai B'rith, has appointed T. A. Sheridan Co., New York, as advertising representative . . . Roger D. Long joins the merchandising staff of *McCall's*, in Chicago.

Lee Tracy, since 1936 promotion manager of the New York *World-Telegram*, has been named promotion manager of *Look*. Previously he was assistant promotion manager of the New York *Evening Journal*.

## Business Paper News

*Aero Digest's* annual directory number, which appeared March 10, carried 234 pages of advertising, and was the largest issue of this paper in 12 years . . . *Automobile Topics*, Detroit, appoints Holmes & Stephenson, New York, eastern advertising

representatives . . . "Ride and Rest—The Bus Way's Best," submitted by Dwight Binkley of Denver, has been given first prize in a contest to choose an advertising slogan for the bus industry, sponsored by McGraw-Hill's *Bus Transportation* and National Bus Traffic Association.

Edwin F. Thayer, *Industrial Marketing*, has been elected president of the Dotted Line Club of the Associated Business Papers, composed of advertising representatives of A.B.P. member publications . . . *Farm-Town Hardware* and *Automotive Service* have been accepted as members of Controlled Circulation Audit, Inc.

Leslie E. Neville has been named editor, Carl Norcross, managing editor, and Joe P. Auwerter, technical editor, of *Aviation* . . . P. J. Philpott rejoins *Jobber Topics* and *Super Service Station* as eastern advertising representative . . . J. M. Whalen, Drexel Hill, Pa., joins *Super Market Merchandising* as advertising representative in Middle Atlantic States.

## DMAA Picks Montreal

The annual convention of Direct Mail Advertising Association will be held at the Mount Royal Hotel, Montreal, October 13-17. Spalding Black, market development and advertising manager, Cellophane division, Canadian Industries, Ltd., will be convention chairman.

## ABC Elects Kynett

Directors of the Audit Bureau of Circulations have elected H. H. Kynett, of Atkin-Kynett Co., Philadelphia agency, first vice-president, succeeding the late Fred R. Davis, of General Electric Co.



New first v.p. of ABC, H. H. Kynett.

A final report by the newspaper publishers' visualization committee is expected at the ABC directors' meeting in New York on April 21 . . . The board voted to continue the optional, instead of a proposed mandatory basis, for breakdown of circulation in newspaper city zones . . . The ABC is preparing a book analyzing population according to the 1940 census, for magazines, farm paper and miscellaneous periodicals members.

## Congratulations, Syracuse

On page 82 of the February 15 issue appeared an article about the Jacksonville Fla., *Times-Union*, in which it was credited as having the highest per-family coverage of any newspaper—46,199 among 50,000 families in the city-zone, or 92%.

It is obvious that SM's editorial right hand didn't know what its advertising left hand was doing, for on page 64 of the same issue the *Syracuse Herald-Journal* advertised a family coverage of 97½% in the city-zone—a circulation of over 50,000 among 53,000 families.

Sorry, Jacksonville; Congratulations, Syracuse.



# KOIN AND KALE

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# ADVERTISING AGENCIES

## Belding Outlines PACA Plan to Offset Attacks on Business

Don Belding is a vice-president of Lord & Thomas and head of activities in the agency's Los Angeles office. He is also president of the Pacific Advertising Clubs Association.

Last fortnight, as an agency man thoroughly aware of the dangers that confront business and advertising unless they do something about "attacks by subversively directed consumer organizations," Don Belding told business leaders in Los Angeles about PACA's plan, developed under his direction, to combat these attacks. His talk was the opening gun in a campaign to raise funds for a three-year program.

In spite of the work being done to stem the tide of untruths about business and advertising by such organizations as the Better Business Bureaus, the Federal Trade



Don Belding . . . Advertising must sell itself.

Commission, the National Association of Manufacturers, the American Newspaper Publishers Association, the National Association of Broadcasters, the Association of National Advertisers and the American Association of Advertising Agencies, Mr. Belding pointed out, "the situation is not improving."

"Our responsibility today," he continued, "is more than truth in advertising, more than the policing of advertising. It is to bring a thorough understanding of the economics of advertising to students, educators, consumers and legislators who bear the shock of subversive intent. Advertising has sold products and services of every sort to America, but it needs to do a better job of selling itself."

Under Mr. Belding's direction, PACA intends to do such a job on the West Coast as the spokesman for organized advertising in that area. Actually, the plan has been in operation in 19 cities since November of last year, with 22 clubs and six junior departments and approximately 700 volunteer workers participating, and is now entering a "proved" state of operation.

The plan, the speaker said, "is based upon the fundamentals of human relations—seeing the people just as a good salesman sees his prospects. And once we see them, we will talk to them on their own ground and about their own problems."

"Each city has operating for this purpose seven committees, a school, educational, consumer movement, speakers' bureau, legislative, publicity and membership committee."

"The school committees are getting acquainted with teachers, finding out what their opinions are about business and advertising, what materials they have and what they need. In friendly discussions, in small groups around a luncheon table, they are getting over the truth about business and advertising. We have already found that business has been negligent in not making available suitable educational material."

"In some cities consumer movement committees are setting up consumer councils. Here the heads of women's organizations are brought together in small groups for discussions on the importance of advertising in our economy. A record is being made of all consumer group meetings, what they study and who the leaders are."

"Our educational committees are working on material for media to use in presenting the story of advertising in the proper light . . ."

"Our legislative committees are instructed to cooperate closely with Better Business Bureaus, to form groups which can fly into action if new tax bills are introduced directed at advertising. They are also getting acquainted with legislators in their areas."

"Speakers' bureaus are set up to cooperate with educational, consumer movement and school committees . . . to supply speakers for appearance before commerce and advertising classes. Publicity committees are spreading the word of other committees' work. And the membership committees are now working to get everyone connected with advertising into the clubs to support this movement. As a result, the membership in the Pacific Advertising Clubs Association is now the largest in ten years."

PACA calls its campaign the "Advancement of Business Program," expects soon to elect a director who can give full time to the job. "He will not be a swivel-chair director," Mr. Belding pointed out. "He will be on the road at least 11 months of the year, spending time in each city commensurate with the problem of that area."

## Agency Notes

Brooke, Smith, French & Dorrance, Inc., Detroit, has resigned the Eureka Vacuum Cleaner Co. account after 21 years of service.

David Penn, formerly with WCOL, Columbus, Ohio, has formed David Penn Associates. The new agency will specialize in radio accounts.

The Four A's Committee on Consumer

Relations in Advertising, Inc., has elected two new members: Edwin S. Friendly, business manager of the New York *Sun*, to succeed Julius Ochs Adler now in active military service; and Roy E. Larsen, president of Time, Inc., to succeed Walter Fuller of Curtis Publishing Co.

In carrying out its objective ("to interpret the consumer movement to advertising, aid advertising in adapting itself to the movement and provide consumers with the salient facts about advertising") the Committee has announced that it now has in publication a study on the informative content of advertising.

Guy C. Smith, executive vice-president of Brooke, Smith, French & Dorrance, and vice-president of the American Association of Advertising Agencies, has been appointed chairman of the program committee for the members' day session of the Four A's annual convention to be held in Hot Springs, Va., May 1-3.

N. W. Ayer & Son, Philadelphia, has announced that it is transferring the functions of its Toronto office to the agency's offices in the United States for the present.

Ralph L. Dombrower Co., Inc., Richmond, today observes its twentieth anniversary.

Cochrane Co. is the name of a new agency formed recently in Boston by G. Warren Cochrane, Jr. Mr. Cochrane has been active in advertising since 1924 when he formed a company merged in 1926 with Dickie-Raymond, Inc. Three years later he severed this connection to become director and vice-president in charge of advertising of the Investment Trust of North America, and rejoined Dickie-Raymond in 1932 where he remained until recently.

## Men & Jobs

Max Wylie has resigned as head of Columbia Broadcasting System's continuity department to join Blackett-Sample-Hummert, Inc., as director of the agency's broadcasting activities in Chicago. Mr. Wylie was with CBS for seven years and is the author of a well-known text book on radio writing.

Erwin, Wasey & Co., New York, has announced the appointment of Bennett Bates as vice-president of the agency in charge of copy. Former copy executive of Lord & Thomas and Lennen & Mitchell, Mr. Bates was at one time a partner in Charles Austin Bates, Inc.



Bennett Bates . . . heads Erwin, Wasey's copy department.

Richard A. Pinkham has resigned as advertising and publicity director of James McCreery, New York department store, to join the New York office of Lord & Thomas as account executive on the Half and Half smoking tobacco (American Tobacco Co.) account.

F. D. Plumb, formerly with Buchanan & Co., has joined W. I. Tracy, Inc., New York, as an account executive.



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Anything from 20,000 statues of your trade figure to mechanized windows. Stop more traffic; stay put longer. Precision production; creative designs; merchandising plans to fit yours; long experience famous advertisers and agencies. Individual service; no canned answers. **WRITE OLD KING COLE, CANTON, OHIO**

## ATTENTION EXECUTIVES!

- To design your sales presentation
- To personalize your statistics
- To animate your report
- To map your coverage
- To chart your survey

Call **THE CHARTMAKERS, Inc.**  
202 East 44th Street, N.Y. Tel. MU 2-6143-4



**CONFERENCE PLANNERS:** (Left to right) H. R. Chapman, vice-president, New England Confectionery Co.; Alvin E. Dodd, president, American Management Association; Burton Bigelow of the Burton Bigelow Organization, and Bernard Lester, assistant manager of Westinghouse Electric & Mfg. Co.'s industrial sales department, met around the luncheon table recently to make plans for the 1941 conference of the Marketing Divisions of the American Management Association. The conference is scheduled to be held in New York April 22-23.

Compton Advertising, New York, has announced the following changes in the personnel of its radio department: Storrs Haynes, former program supervisor, replaces Miss Mary Louise Anglin, resigned, as new program manager; Isabel Olmstead has been placed in charge of radio publicity succeeding Fred Gropper who is now in active service; George Brengel, former assistant station manager of WSOC (Charlotte), John Houseknecht and John House, both formerly with NBC, have joined the agency's program department.

Cory Snow, Inc., Boston, has appointed Robert S. Lambert as production manager of the agency. Formerly with Glazer-Gottscholt in the same capacity, Mr. Lambert has also been associated with Goulston Advertising Agency and Alley & Richards Co., all of Boston.

Tom Dwight Murray has been appointed production and traffic manager of George Bijur, Inc., New York.

E. C. Dieckerhoff, formerly with Vick Chemical Co. and Schering Corp., has joined the Philadelphia staff of Ward Wheelock Co.

F. S. D'Annunzio, for the past five years with H. B. LeQuatte, Inc., New York, has been named art director of the agency. Mr. D'Annunzio is the nephew of the late soldier-poet, Gabriel D'Annunzio.

John B. Bissell, former vice-president of Lawrence Fertig, has joined H. W. Kastor & Sons Advertising Co., New York office, as a vice-president.

R. G. Carey, of the merchandising department of Montgomery Ward & Co., has joined Campbell-Ewald Co. of New York as assistant to the vice-president in charge of merchandising.

Straud Galey, formerly with Time, Inc., has been named manager of the media department of Griswold-Eshleman Co., Cleveland, replacing Major W. A. Weaver who has been called to active service. Kenyon Stevenson, formerly with G. M. Basford Co., has joined the same agency as an account executive.

J. W. Pepper has resigned as chairman of the board of J. W. Pepper, Inc., New York. His resignation, the agency reported to SM, will in no way affect the present management personnel of the company.

Burke Herrick has resigned as radio director of the Chicago office of N. W. Ayer & Son to become manager of the radio department of Leo Burnett Co., same city.

## Account Appointments

To: **Fuller & Smith & Ross**, Cleveland, H. H. Robertson Co., manufacturers of flooring for industrial plants and other commercial building products. . . **Charles W. Hoyt**, New York, John G. Paton Co. and The Paton Corp., to handle the advertising of Golden Blossom honey and Yuban coffee. . . **Ivey & Ellington**, Philadelphia, Ronrico Corp., distributors of Ronrico rums. . . **Stockton, West, Burkhardt**, Cincinnati, Mary Pickford Cosmetics, Inc. . . **Erwin Wasey**, New York, Affiliated Products, Inc., to handle the advertising of its Louis Philippe line of cosmetics.

To: **W. I. Tracy**, New York, Abbott Manufacturing Co., makers of electrical accessories, and American Ice Co., and its subsidiaries (Boston Ice Co., Knickerbocker Ice Co. and Knickerbocker Laundry Co.) . . . **Tyler Kay**, Buffalo, Trans-Lux Corp., to organize and supervise the personal selling, sales promotion and advertising of its Trans-Lux Visualizer, a projection machine used in teaching. . . **Beaumont & Hobman**, Chicago, Happiness Tours, Inc.

To: **Mackenzie, Inc.**, Minneapolis, Esscolloid Co., Creamette Co., makers of macaroni products, and Char-Tex Sales Co., mouthwash manufacturers. . . **L. W. Ramsey**, Chicago, Squire Dingee Co., distributors of Ma Brown pickles and preserves. . . **Roy S. Durstine**, New York, Lektrolite Corp. and Crest Oil Co. . . **Rutbrauff & Ryan**, San Francisco office, Golden State Co., Ltd., dairy products.

To: **Grey Advertising**, New York, Silex Co. . . **Sidney Garfinkel Advertising Agency**, San Francisco, Cohn-Hall-Marx Co., to handle the company's advertising on the Pacific Coast. . . **M. H. Hackett**, Radio Station WINS, New York.

## Answers to Marketing Quiz on Page 76

1. Cook; Allegheny; Washington, D. C.; San Francisco, Harris.
2. Erie; Hamilton; Westchester; Alameda; Jackson.
3. Multnomah; Dallas; Monroe; Fairfield; Union.
4. Allegheny; Middlesex; Essex; San Francisco; Milwaukee.
5. District of Columbia; Connecticut; New York, Massachusetts, Delaware.

**SALES MANAGEMENT**

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Cash Basis Only. Remittance  
Must Accompany Order. Classified  
Rates: 50c a line of seven words,  
minimum \$3.00. No display.

### EXECUTIVES WANTED

**SALARIED POSITIONS, \$2,500 to \$25,000.**  
This thoroughly organized advertising service of 31 years recognized standing and reputation, carries on preliminary negotiations for positions of the caliber indicated above, through a procedure individualized to each client's personal requirements. Several weeks are required to negotiate and each individual must finance the moderate cost of his own campaign. Retaining fee protected by refund provision as stipulated in our agreement. Identity is covered and, if employed, present position protected. If your salary has been \$2,500 or more, send only name and address for details. R. W. BIXBY, Inc., 118 Delward Bldg., Buffalo, N.Y.

**EXECUTIVES \$2,400 — \$25,000** — This reliable service, established 1927, conducts confidential negotiations for high grade men who either seek a change, or the opportunity of considering one, under conditions assuring, if employed, full protection to present position. Send name and address only for details. JIRA THAYER JENNINGS, DEPT. A, 9 CENTER STREET, NEW HAVEN, CONN.

### EXECUTIVES! HIGHLY QUALIFIED MEN!

This competent, personnel advertising service conducts position-securing campaigns involving confidential, nation-wide negotiations with reputable employers. Identity covered, and if employed, position protected. Write

HARRY F. JEPSON & ASSOCIATES  
LAND BANK BLDG., KANSAS CITY, MO.

**EXECUTIVE SALES ENGINEER NOW AVAILABLE**, with excellent record selling special machinery to all types of industrial plants, municipalities, gas, water and power companies in New England. Presently located in suburban Boston but willing to move. Detailed employment history will be furnished on request. Box 766, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

### HELP WANTED

**EXPERIENCED LITHOGRAPHY SALESMAN** with executive ability for New England. Give complete detailed information of yourself in reply. Box 773, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

### LINES WANTED

**FORTIFY YOUR SALES CONNECTIONS FROM CONNECTICUT TO VIRGINIA**

A manufacturer's sales agency operating throughout above territory, and thoroughly familiar with every phase of sound sales procedure, seeks one additional line. Has extensive contacts with many large manufacturing concerns, governmental bureaus, institutional, automotive and electrical wholesalers. Inquiries invited from manufacturers having a net worth of at least \$50,000 or more. Preference given that company with some established business in this area. All communications strictly confidential. Box 765, SALES MANAGEMENT, 420 Lexington Ave., New York.

**MANUFACTURER'S AGENT** selling large Automotive and Hardware Jobbers' needs, small tools, tire gauges, valve hdw., wiper blades. Might consider Rubber Co. distribution tires, mech. goods. Territory: Wisc., Minn., Dakotas. Box 772, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

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Although the editors endeavor to make this list complete and accurate, necessary last-minute revisions may result in occasional omissions or other errors.

### LETTER GADGETS

A GOOD LETTER GADGET WILL KEEP your letters on top of the desk with some chance of doing business for you. Wastebasket letters can't talk. Write for illustrated circular. A. MITCHELL, R-205, 326 N. Michigan Ave., Chicago.

### MAILING LISTS

**SPECIAL MAILING LISTS, CHEMISTS, ACCOUNTANTS, Credit Managers, Sales Managers, Traffic Managers, Export Managers, Purchasing Agents, Officials of Corporations, High Salaried Executives.** Write RESULTS ADVERTISING CO., MAILING LIST COMPILERS, 709 Pine Street, St. Louis, Mo.

### POSITIONS WANTED

#### SALES PRODUCER

Resourceful, energetic executive and sales administrator. Presently sales manager with national distributor. Seeks change for personal reasons. Accustomed heavy responsibilities. Top-notch business, personal references, including accomplishments wide variety of fields. College engineering graduate. Personable. Under 40. Box 770, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

#### EXECUTIVE

now employed as assistant general manager of well known company seeks new opportunity. Responsible for hiring, training, and stimulating salesmen; sales promotion; costs; budgets; quotas and profits.

### POSITIONS WANTED (Cont'd)

Original thinker, pleasing personality, age 38, college. Box 771, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

### SALES CARTOONS

MERRELL FEATURES specialize in original, creative cartoons for Sales Contests, Sales Bulletins, House Organs and Cartoon Advertising Strips. Send for samples of our "SALES PEPPER-UPPERS" monthly service. MERRELL FEATURES, 318 W. Randolph St., Chicago, Ill.

### SALES PROMOTION

#### PHOTOSTAT PRINTS

Photostat reproductions only 10c, letter size; (in quantities still less). Strengthen sales promotions with prints of testimonial letters, orders, etc. For office duplication, often costs less than typing or contact boxes.

MATHIAS and CARR, Inc.  
165 Broadway; 1 East 42nd Street  
Cortland 7-4836

### SALES SHEETS, MANUALS, CHARTS

Reproduced Economically-Efficiently by Laurel's Improved Offset. No Cuts! No Typesetting! Your copy's all we need. 500 (8½x11") reproductions \$2.63; additional hundreds 22c. All Sizes. Request Complete Price Schedules; Free Descriptive brochure. Laurel Process, 480 Canal St., N. Y. C.

# COMMENT

BY RAY BILL



**"THE OUTLOOK OF ADVERTISING":** Under this heading, W. W. Wachtel, president of Calvert Distillers Corp., led the discussion at the 1941 Conference of the Graphic Arts, held in New York, early this month. Mr. Wachtel spoke from the standpoint of the business executive who is responsible for shaping the policy of a business in regard to advertising, merchandising and marketing. He said in part:

*"The greatest single factor affecting our deliberations, of course, is the effect of the defense program and war conditions upon advertising."*

"If there are shortages and it is easy to sell, should we decrease our volume of advertising? I suppose that many instances can be found where sales continue without the benefit of advertising. But anyone who gives that as a final answer to the question does not, in my opinion, fully understand the philosophy of advertising."

"Advertising is mass selling, as contrasted with personal selling on the part of individual salesmen. But its function is not merely to produce a sale now, but also to build up in the prospective buyer's mind a reason for purchasing and a confidence in the product. Beyond that, its object is to keep a buyer sold on the product which he may now be using. Failure to maintain this important selling force (which cuts two ways) means a letdown in the most important essential of our American system of trade."

"Our of sight . . . out of mind' is a serious problem in marketing, especially when some competitor may be taking advantage of your advertising holiday. If it is true that in normal times he who competes most effectively will secure and maintain his share of business, it must be equally true that in periods of a seller's market the seller is confronted with the same problem, even though its net effect may not be discovered until the seller's market has subsided."

"Continuity of advertising is insurance—all around—and particularly of good will. And good will, as the old English judge said, is 'The probability that the old customers will resort to the old place.'"

"What changes, if any, will the present or the immediate future situation cause in the advertising message that we must convey to the consumer? I think we can reasonably look forward to a demand on the part of the public, as represented by consumer leaders, for additional consumer information. If, for example, because of present necessity it becomes necessary to eliminate from a product certain materials which had previously been used, the consumer will have a reasonable right to expect that the manufacturer will state what new products are being used as replacements. This is an opportunity for the advertiser."

"Let us assume you make washing machines. You find you can no longer get materials to put into your washing machines to make them the same way as you formerly made them. You may find that you will have to put out a plastic washing machine, for example. What an opportunity for ingenious advertising men. A plastic washing machine!"

"They very likely will represent progress. George W. Walker, noted industrial designer of Detroit, is quoted to the effect that

as 'necessity' is the 'mother of invention' so priorities may prove a blessing for consumer goods industries. 'Because the automotive industry,' he says, 'has the brains and the ingenuity to adapt itself to new materials and new methods of manufacture, its models next year and in years to come, even though a wide range of new materials is substituted, will undoubtedly be safer, more comfortable, better performing, better looking and far more salable.'"

"He goes on to imply that even without a national emergency many of these new features would have been introduced—in time. Like rubbing Aladdin's Lamp—our war anxieties produce them now—for consumers to enjoy as an offset to their worries."

"National emergencies such as at present inspire and bring about new products and new industries. There wasn't much of a chemical industry in this country 25 years ago. The last war gave us that."

"I believe that in the coming period advertising, by popularizing superior products and methods of production, can increase productive efficiency and thus, to some extent, prevent rises in the real cost of living."

"I decry the prophets of gloom, the prophets of doom. I do not go along with those who fear that the demands of consumers will cripple advertising. I look back on some of the advertising I saw 20 and 25 years ago, and I realize that advertising is an ingenious business that, as much as any other, has grown and developed new techniques, a business which has been able to adjust itself, as well as any other, to political change and change in government regulations. I see no particular reason why advertising as a whole should not grow and improve during the coming period."

We add little by way of comment because we agree so thoroughly with Mr. Wachtel, but we do think that it all applies not only to manufacturers and merchants, but also the owners of media (newspapers, magazines and radio stations) and the heads of advertising agencies. If the buyers of national advertising should look to media and agents as an example of what to do or not to do about advertising under present conditions, they would, to be sure, find a certain number of outstanding examples of continuity and full steam ahead. But they would also find others with little or no faith in their own use of the very tool—advertising—from which they directly derive their livelihood."

Some of these very "disbelievers" are loudest in telling manufacturers about the great values of advertising. Naturally argument coming forth from such "disbelievers" has a tendency to sound hollow and like propaganda to national advertisers. But fortunately for these "heathen" there are other media executives and agents who vigorously practice what they preach and also there are leaders like Mr. Wachtel publicly expressing their estimate of the great importance of advertising under existing conditions."



# Start with the "HEART"

## WHERE FARMERS ARE WORTH 2 FOR 1

TAKE  
FARM TELEPHONES  
FOR INSTANCE...

ONE-THIRD  
OF THE U.S. FARMERS  
LIVE IN THE "HEART"  
THEY ENJOY **63%**  
TOTAL FARM  
TELEPHONES

TWO-THIRDS  
OF THE FARMERS LIVE  
OUTSIDE THE "HEART"  
THEY MUST DIVIDE 37%...THE REMAINDER  
OF THE NATION'S FARM TELEPHONES



Actually, "Heart" farmers are worth more than 2 for 1

That figure, 63%, does a lot of talking...if you ask us. And it isn't the "wrong number" either! It connects up with what we've been telling you right along; that when it comes to standards of *living* and standards of *spending*, Mr. "Heart" Farmer is not only "tops" but upper-tops. Farm telephones are just another live-wire index of farm-families who earn more, spend more, need more, *live* more!

How to reach them? Simple! Put your call through Successful Farming and you go straight to "Heart" Headquarters. What's more, you reach the *right number* of America's high-income farmers at the *lowest cost* per call...the lowest rate per page of any magazine in the farm field! Meredith Publishing Company, Des Moines, Iowa.

# SUCCESSFUL FARMING

TO SELL SUCCESSFUL FARMERS BUY SUCCESSFUL FARMING

## From the

### \$125,000 Gift

CONTINUATION of the Medill School of Journalism of Northwestern University, at least until January, 1951, is assured with the announcement of a gift of \$125,000.00 from the Chicago Tribune.

This brings to \$375,000.00 the amount contributed by the Tribune to the school's support since 1921. In that year, the Tribune, realizing the need for a journalism school in the middle west, offered Northwestern University \$12,500.00 a year for five years toward the operation of such a school. The offer was accepted and the school named for Joseph Medill, founder of the Tribune. In 1926 the agreement was renewed for five years, and in 1931 for ten.

The Medill School has a five-year course of study leading to a master of science degree. It has a faculty of seventeen and offers forty-six courses. More than 700 students have been graduated since 1921. The present enrollment numbers 361.

#### BOX CAR NUMBERS DEPT.

Last year readers bought over 395,000,000 copies of the Chicago Tribune. This was 35,000,000 more copies than were sold during 1939, and 63,000,000 more copies than were sold in 1940 by any two other Chicago newspapers combined.

### New Slices of Buying Power for Advertisers

The editorial qualities which build greatest interest among readers produce the best returns for advertisers.

Averaging well over 1,000,000 net paid, Chicago Tribune total daily circulation during February set a new all-time high for the month.

It was the fifth consecutive February to register a gain in Tribune net paid total daily circulation—an increase of more than 250,000 since February, 1936.

Sunday Tribune total circulation during February averaged in excess of 1,200,000. It was the eighth consecutive February to show a gain in net paid Sunday circulation—piling up an increase of more than 385,000 since February 1933.

Right in Chicago and suburbs, Tribune cir-



George J. Scharschug (left), cable editor, Chicago Tribune, and E. R. Noderer of the Tribune's Berlin bureau, discuss material for the series of articles on life within Germany which this correspondent wrote on his return from that country. Vivid, authentic reporting of important happenings thruout the world is one of the factors which make the Tribune Chicago's most interesting, most widely read newspaper.

ulation, daily and Sunday, during February set a new high water mark for the month.

As higher industrial activity steps up the tempo of Chicago's trade, Tribune circulation delivers new slices of buying power for advertisers.

On weekdays the Tribune delivers from 580,000 to 625,000 more total daily circulation than other Chicago daily newspapers. On Sundays it delivers from 300,000 to 810,000 more than delivered by other Chicago Sunday newspapers.

Right in metropolitan Chicago, Tribune net paid daily circulation is 440,000 more than delivered by other Chicago daily newspapers—more than any two other Chicago daily newspapers combined.

On Sundays, the Tribune delivers in Chicago and suburbs from 395,000 to 470,000 more than other Chicago Sunday newspapers—more than the other two Chicago Sunday newspapers combined.

### "Products advertised in the Chicago Tribune move fastest"

NATHANIEL A. LYONS  
Chicago Druggist

"I have always found that products backed by newspaper advertising are the professional store's best support," says Nathaniel A. Lyons, Chicago druggist for thirty years. "And," he adds, "products advertised in the Chicago Tribune move fastest."

In the West Rogers Park district, where the Lyons store is located, there are 18,009 families. Tribune circulation in this district is 17,664 on weekdays and 17,689 on Sundays. This is



Foreign correspondent... More buying power... \$125,000 gift... On men's clothing advertisers... She bought \$1,800 worth... Travelers... Druggist's experience... Box car figures.

## TOWER

typical of the selling influence of Tribune circulation which penetrates deeply into every neighborhood and suburb of Chicago. Mr. Lyons' comment on the productivity of Tribune advertising reflects the attitude of Chicago druggists as a group.

### Sequitur

It takes time and money to travel. In a metropolitan market like Chicago, it is only reasonable to assume that just about everyone who can afford the time and cash it takes to visit Florida, California and other popular playgrounds far

distant from Chicago, reads a morning newspaper. Travel and resorts advertisers, knowing that the Tribune is Chicago's only morning newspaper, capitalize this fact to their advantage. Last year they placed in the Tribune more of their advertising budgets than they placed in all other Chicago newspapers combined.

### ADVENTURES OF A NEW ADVERTISER

One day last January, a Rolls Royce drew up before a Maxwell Street store with a 20-foot front. A lady stepped out and dismissed her chauffeur with instructions to return in a half-hour. Then she disappeared into the store.

"I saw your ad in the Sunday Tribune," she told the proprietor, "what have you in rock crystal?"

He showed her some glasses priced at 65 cents each, others at \$1.00. She bought none of either.

Together they went thru the store. The proprietor invited her to review his stock and prices. Finally, she left without buying.

Three days later she returned, Rolls Royce, chauffeur and all. She bought a Persian lamb coat for \$275. A \$400 Chinese rug. A \$100 lace tablecloth. All told, she bought about \$1,800 worth of merchandise—and paid for it in currency.

Because they get better results, advertisers of men's clothing place more of their advertising appropriations in the Tribune than in all other Chicago newspapers combined.

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